

L. 71

NO. 1

textile bulletin

SEPTEMBER · 1 · 1946

This is the time of year to begin thinking about fuel and heat problems. See article entitled "Applying System to Saving of Fuel in Textile Plants," Pages 18 and 21.

RESEARCH IN SOCIAL
SCIENCE

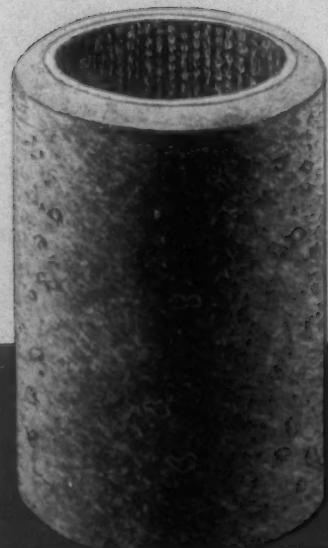
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In terms of yarn spinning that means uniformity at low cost.

In the SONOCO Cork Cot it means better drafting qualities over a longer period of time.

But that is not all—no other cork cot combines all the quality features of the SONOCO Cork Cot.



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2. BETTER ADHERENCE TO ROLL
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ADVERTISING
INDEX-PAGE 35



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CHARLOTTE, N. C.

Published Semi-Monthly by Clark Publishing Company, 218 W. Morehead St., Charlotte, N. C. Subscription \$1.50 per year in advance. Entered as second-class mail matter March 2, 1911, at Postoffice, Charlotte, N. C., under Act of Congress, March 2, 1897.

LITTLE HIDDEN LOSSES TAKE A BIG TOLL IN PROFITS

Below are a few specific hidden losses caused by worn spindles:

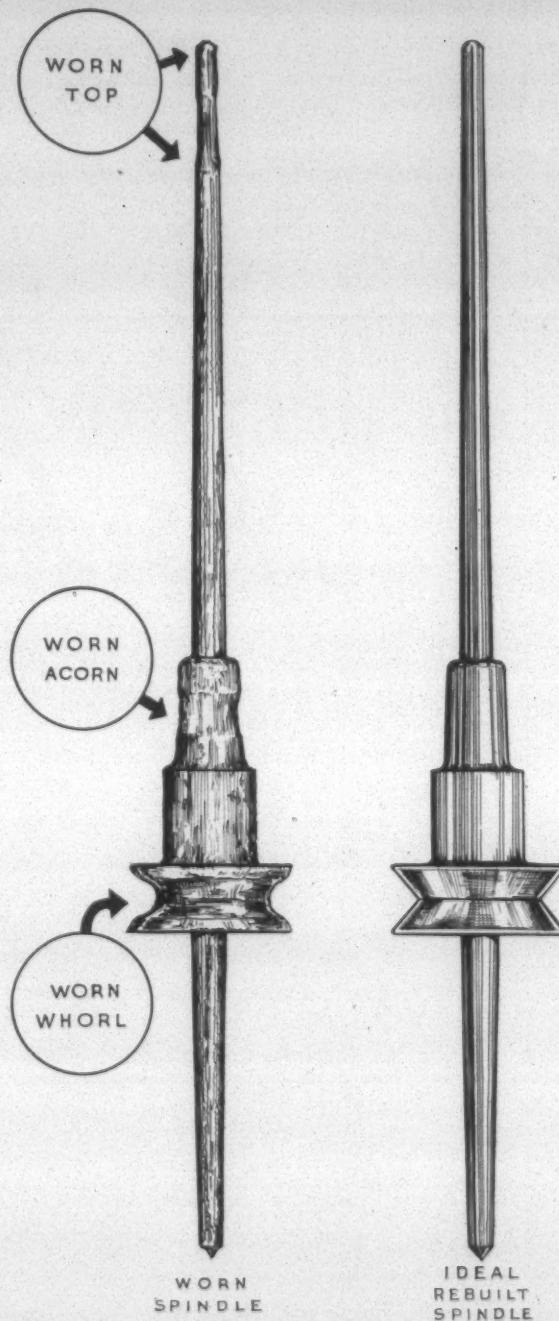
WORN TOPS—When tops are worn out-of-round or undersize, they cause vibration of the bobbin which results in excessive wear on the rest of the spindle as well as the bolster. This vibration is also very harmful to travelers and rings, especially as the ring rail reaches the top of the bobbin. Fuzzy and tangled yarn will result from wobbly bobbins.

WORN ACORNS cause bobbin slippage which results in soft bobbins and tangled yarn.

WORN WHORLS cause band slippage resulting in varying numbers of turns of twist, shorter life of bands, and many other troubles.

Pictured here is a spinning spindle before and after being rebuilt by Ideal's advanced methods. On the left it is badly worn at three points—the top, acorn, and whorl. The rebuilt spindle at the right is as good as new.

An inspection of your spindles may reveal one or more of these hidden causes of unsatisfactory production. If you find your spindles worn, call one of Ideal's engineers who will be glad to advise you without cost or obligation.



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More and more, during recent years, the South has become self-sufficient. We produce food and clothing and machinery and many other things . . . taking many products from the raw material to the finished state.

And now the South has become self-sufficient in another respect . . . that of furnishing its own life insurance. The South contains some of the largest insurance companies in the United States. These companies supply all types of life insurance.

The Pilot Life is pleased to count itself among this number, especially in Group Insurance. The Pilot has developed its Group Department over a period of years and this company is qualified to offer you Group Insurance of the most modern type.

The Pilot Life will design a modern group plan to suit your individual organization, with benefits to cover sickness, surgery, maternity, hospitalization, and loss of life for both employees and their dependents. Write today and have a Pilot Group Specialist survey your organization. While the Pilot is not the biggest, it is the nearest, and this company's experience in insuring the workers of the South will prove of great benefit when you decide to offer Group Insurance to your employees.

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INSURANCE COMPANY**

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LOWELL SAYS:
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millions of yards of tow-
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results."

LOWELL SAYS:
"With our Du Pont sys-
tem we get a uniform,
high quality bleach in
a minimum of
time."

LOWELL SAYS:
"This process has
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"50 MILLION POUNDS OF TOWELLING BLEACHED IN 4 YEARS ... completely satisfactory"

250,000 lbs. per week of all classes put through . . .
whites, stripes and solid colors . . . with Du Pont Con-
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Many mills find this process gives quality, high-speed production. We will be glad to work with you in studying your plant requirements to determine how a Du Pont Continuous Peroxide Bleaching System can benefit you. Du Pont Technical Service Men will help you survey your plant, select your equipment and assist in starting up your process. For more details, just write E. I. du Pont de Nemours & Co. (Inc.), Electrochemicals Department, Wilmington 98, Delaware.

A BASIC, FLEXIBLE SYSTEM

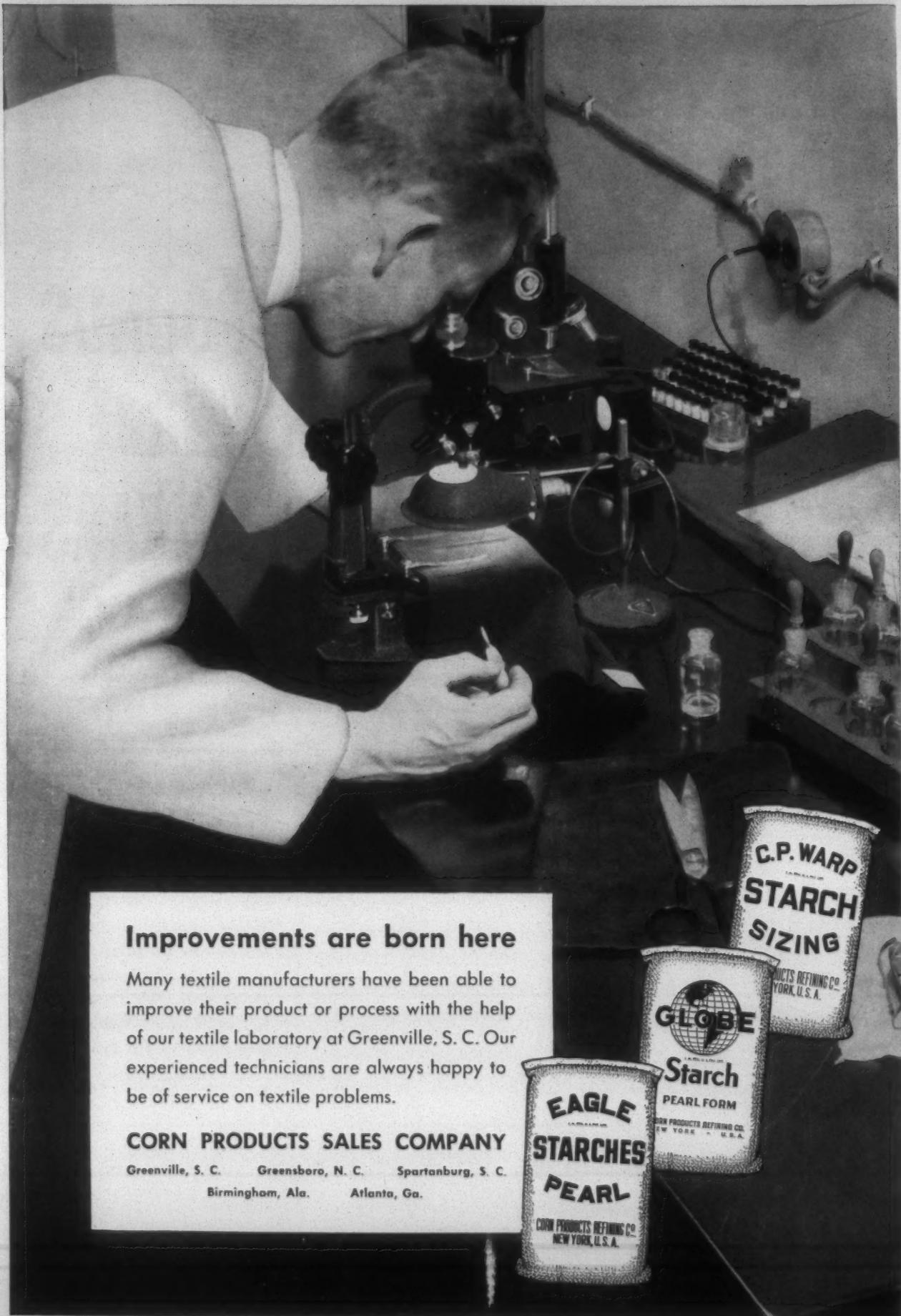
Du Pont Continuous Peroxide Bleaching is a basic system comprising a flexible arrangement of equipment which can be adapted to meet any production requirements. This versatility is typical of both the rope and open-width systems.

DU PONT PEROXIDES

BETTER THINGS FOR BETTER LIVING
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Improvements are born here

Many textile manufacturers have been able to improve their product or process with the help of our textile laboratory at Greenville, S. C. Our experienced technicians are always happy to be of service on textile problems.

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Greenville, S. C. Greensboro, N. C. Spartanburg, S. C.
Birmingham, Ala. Atlanta, Ga.

*it's the
SIDEWALL*

of a V-Belt that
Gets All the WEAR -
-That's Why the
CONCAVE SIDE
is IMPORTANT!*

Every man who works around V-Belt driven machines knows from experience that it is nearly always the *sidewall* of a V-Belt that *wears out first*.

There is a perfectly natural reason why the wearing out starts with the sidewall—and here it is—

It is the *sidewall* of a V-Belt that has to *grip* the pulley and drive it. It's the sidewall that *transmits* to the pulley all the power the pulley ever receives. No other part of the belt gets anything like the *actual* wear the sidewall gets. Is it any wonder the sidewall of the *ordinary* V-Belt is the part that wears out first? Clearly, then, prolonging the life of the sidewall is the *one thing needed* to prolong the life of the belt!

The simple diagrams on the right show clearly why the ordinary, *straight-sided* V-Belt gets excessive wear along the *middle* of the sides. They show also why the Patented Concave Side *greatly reduces* sidewall wear in Gates Vulco Ropes. That is the simple reason why your Gates Vulco Ropes are giving you so much longer service than any straight sided V-Belts can possibly give.

THE GATES RUBBER COMPANY

DENVER, U. S. A.

World's Largest Makers of V-Belts



THE MARK OF SPECIALIZED RESEARCH

469

GATES VULCO ROPE DRIVES
IN ALL INDUSTRIAL CENTERS of the U. S. and
71 Foreign Countries

Engineering Offices
and Jobber Stocks



*Even MORE Important NOW

with Rayon Cord and Other Stronger Tension Members

Now that Gates Specialized Research has resulted in V-Belts having much stronger tension members—tension members of Rayon Cords and Flexible Steel Cables, among others—the sidewall of the belt is often called upon to transmit to the pulley much heavier loads. Naturally, with heavier loading on the sidewall, the life-prolonging Concave Side is more important today than ever before!

Straight Sided V-Belt

How Straight Sided V-Belt Bulges When Bending Around Its Pulley

FIG. 1



You can actually feel the bulging of a straight-sided V-Belt by holding the sides between your finger and thumb and then bending the belt. Naturally, this bulging produces excessive wear along the middle of the sidewall as indicated by arrows.

Gates V-Belt with Patented Concave Sidewall

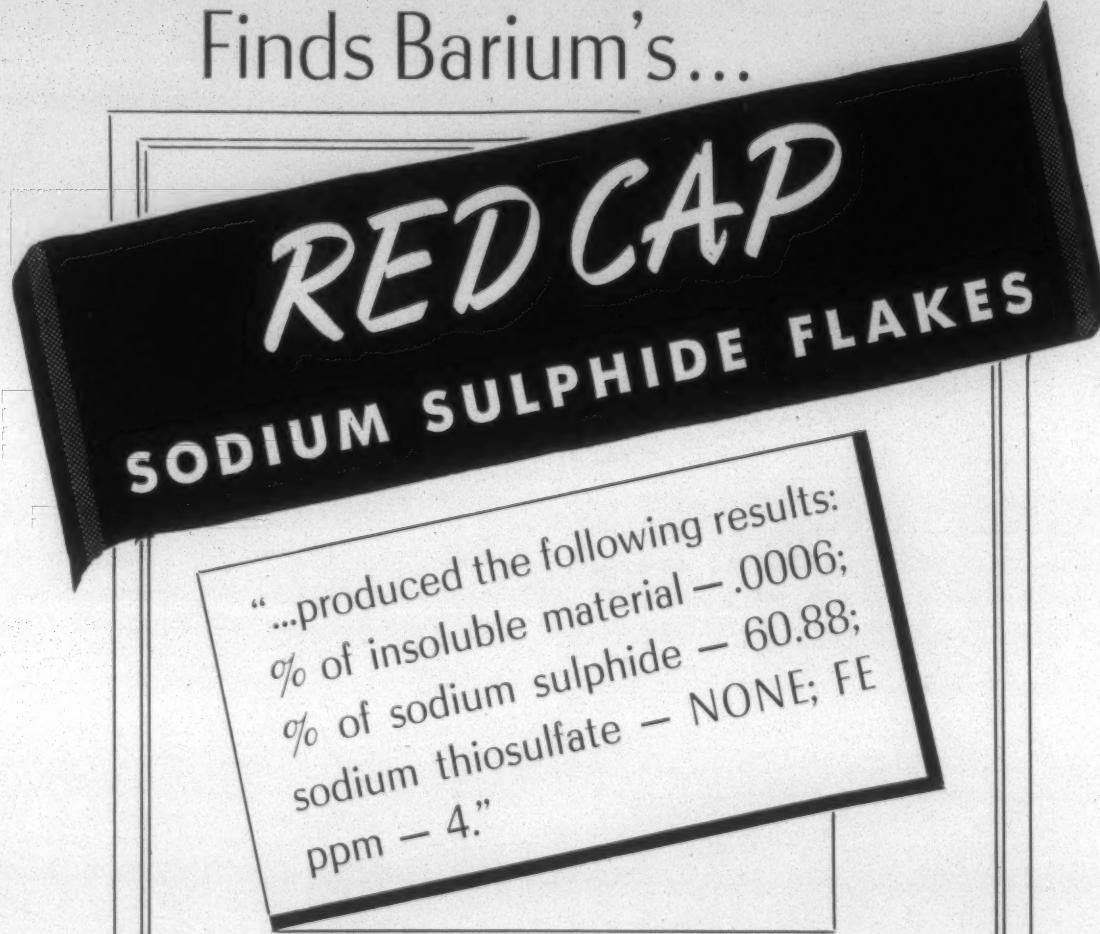
Showing How Concave Side of Gates V-Belt Straightens to Make Perfect Fit in Sheave Groove When Belt Is Bending Over Pulley

FIG. 2



No Bulging against the sides of the sheave groove means that sidewall wear is evenly distributed over the full width of the sidewall—and that means much longer life for the belt!

Laboratory Reports Finds Barium's...



The above laboratory report is from a large rayon manufacturer. From this report you can gain a clear and accurate picture of the exceptional quality of Barium's sodium sulphide.



Constant vigilance by our control chemists insures to you a sodium sulphide that consistently meets the most exacting specifications of the industries we serve. Use our sodium sulphide to maintain more easily your high standard of quality.



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MANUFACTURERS OF HIGHEST QUALITY SODIUM SULPHIDE FOR OVER 30 YEARS



RAISE YOUR
QUALITY STANDARDS
AND YOUR
PRODUCTION CURVE
WITH
DAYCO
ROLL COVERINGS

HERE ARE IMPORTANT REASONS
WHY YOU SHOULD USE DAYCOS

1. Large reduction of ends down.
2. More foreign elements removed from yarn.
3. Specially compounded for uniform wear, lengthening service life.
4. Equally effective for special types of synthetic and synthetic blends of yarn.
5. Decreases flying lint in spinning room.
6. Not affected by temperature changes.
7. Oil resisting and static free.
8. No grooving—less ends down.
9. Easy to apply.

Daycos are Specially Engineered to Give Maximum Results on All Types of Frames

Whether your frames are equipped with flat clearers or revolving clearers, there is a specially engineered Dayco Roll Covering designed to give you greater uniformity of yarn and increased production.

Dayco Roll Coverings do this because they have ideal cushion, exactly the right coefficient of friction and are unaffected by humidity changes or temperature extremes throughout an exceedingly long life. Their surface is so tough that it never grooves, hollows out, flattens or distorts. Since Daycos are static free, lapping up is practically unknown.

Daycos lower your costs, too, because accurate accounting records have proved that the cost-per-hour of operation with Dayco Roll Coverings is definitely less.

Check the nine advantages listed at the left which you get with Dayco Roll Coverings. Then let us prove these specially engineered cots can help you raise both your quality standards and your production curve. Write today for complete information.

THE DAYTON RUBBER MANUFACTURING COMPANY

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WAYNESVILLE, N. C.

MAIN SALES OFFICE: WOODSIDE BLDG., GREENVILLE, S. C.

SPECIAL TYPES OF ROLL COVERINGS
ARE AVAILABLE FOR FRAMES EQUIPPED
WITH FLAT AND REVOLVING CLEARERS

Dayton Rubber

THE MARK OF TECHNICAL EXCELLENCE IN NATURAL AND SYNTHETIC RUBBER

FAMOUS DAYCO SYNTHETIC RUBBER PRODUCTS SINCE 1934

imparts

Full-Bodied

Softness...

to ALL RAYONS
SYNTHETICS & COTTONS



PARAMINE

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The Finish Supreme

MILL MEN have found out about PARAMINE. . . . They know that to specify PARAMINE is to assure a highly desirable, wool-like texture for spun rayons, and an extra-mellow softness for all rayons, synthetics and cottons . . . and mill executives are pleased to find that PARAMINE gives this added sales value without increasing and often lowering finishing costs!

Demonstration or further information furnished at your request. . . .

ARKANSAS CO., INC.

Manufacturers of Industrial Chemicals for over 40 Years

Newark, New Jersey

The Government Wakes Up

IT IS a year since Japan and Germany were beaten into surrender, yet as this is written, no clear plans have been formulated for making peace official. It is apparent to everyone by this time that much of the blame for this situation can be laid at the door of Russia. She has persistently refused to compromise.

What has not been so apparent before but which is becoming obvious to even the most naive is that Russia's dilatory tactics do not spring from a childish pique but from very mature, well thought out and exceedingly sinister plans. Communism thrives on unrest, so it is good business from Russia's viewpoint to prolong and aggravate world unrest.

From the Soviet viewpoint, communism must be international to survive. So, they reason, they must work through the communists in other countries to disrupt the existing order in those nations. The Nazis, the Fascists and the Japs by a combination of propaganda and fear backed by force upset the entire world. How close they came to winning their wicked way is too frightening to contemplate. Now it would seem that we have not unseated the driver but merely allowed him to change horses. Russia is just as ruthless a dictatorship as Germany ever was under Hitler. And certainly Russia's annexation or domination of Lithuania, Latvia, Estonia, Finland, Poland, Rumania and other once-sovereign nations makes Hitler a rank amateur.

America is the only nation in the world strong enough to thwart Russia's schemes. So it is no wonder that she fights us so tenaciously. But she's fighting us in her own way. Unlimited money for propaganda is being used to mislead and inflame. All sorts of false doctrines are being preached. Rabble rousing to an unprecedented extent is being carried on. Un-Americanism to a degree which would not be permitted in other countries flourishes unhindered. Men and women of excellent character are assailed because they sense the growing danger and courageously speak out. The situation has reached a point where honest men are handicapped almost to despair.

But it's a long lane that has no turn-

ing. As a result of aroused public opinion, the Federal Government is now embarked on a determined campaign to offset communist activities. This is the culmination of many months of warning by the F. B. I. of the treasonous manner in which American communists were furthering Russia's foreign policy and stirring up strikes to create disunity and retard industry's efforts to get back to full production and full employment. The government's awakening is revealed by the speech made in June by Attorney General Tom C. Clark before the Chicago Bar Association. He called a spade a spade:

"No one but a complete 'crackpot' can be deluded by what we see going on today. We know that there is a national and international conspiracy to divide our people, to discredit our institutions, and to bring about disrespect for our government. Why should we blind ourselves to obvious facts?"

"Here is a deep-seated and vicious plot to destroy our unity—the unity without which there would be no United States. . . . In the Black Bible of their faith [the communists] seek to capture the important offices in labor unions, to create strikes and dissensions, and to raise barriers to the efforts of lawful authorities to maintain civil peace. . . . No country on earth, and no government, can long endure this vicious attack. . . . They are driving law enforcement in this country to the end of its patience."

It is comforting to know that our government has at long last decided to stop acting like an ostrich. You can't avoid a thing by pretending you don't see it.—*Pathfinder*.

Brow Off The Lid

THE Mead Investigating Committee is giving us a peep under the lid at the unsavory stew that putrefies in the pot of vile things done at home in the name of war emergency while the bodies of our sons and brothers lay in foreign lands. It is our guess that instead of just the peep under it that we now have, the lid is about to blow off and the stench will sicken the stomachs of the nation.

During the war anyone who dared to breathe the slightest hint or express

the faintest doubt as to the honesty, integrity and infallible intelligence of the public servants and private operators who were the engineers of the "war effort" stood condemned as unpatriotic. This emotional attitude of the public, fostered by government propaganda, perhaps was justified, but it gave free rein and a clear track to the beasts whose morals reside in their own bellies. Now, however, with the exception of the horde of bureaucrats and government sponges, all of us know that the war is over. Now we want to know—indeed we demand to know what actually happened; why it happened; and how it happened.

The country will not be satisfied with another investigation like the recent Pearl Harbor one. For political reasons this degenerated into a farce and for sentimental reasons the mush minded public permitted it so to degenerate. Such a performance is not apt to happen again.

Most of the men who represent us in Congress are men who try to represent their constituents and who conscientiously strive to perform the duties of the office to which they have been honored by election. These men are interested in the manner in which the taxpayers' money may have been squandered. They will be incensed if there is proof that it has been misused or embezzled. It goes without saying that those citizens and their representatives who try to follow the serpentine course of the reptiles among us will have to overcome the obstructions placed in their way by the cliff dwellers of Washington.

We are not interested in investigating the various ramifications of some war contracts for the sake of muckraking. We are interested in such investigations because we want the scoundrels scourged from our midst and the patriotism and integrity of the vast majority of our citizens, those in private as well as public life, established and confirmed. We want the parasitical politicians who acted as middle men for downright crooks thrown out on their collective ears and we want the crooks put behind bars so that we may again feel that we are living in a community of honorable men and, with them, breathing an uncontaminated air. —*Manufacturer's Record*.



...and C & K is investing in new equipment, too!

Within the limits of availability in equipment and materials, C & K is taking the longest strides possible toward the completion of a two-million-dollar program to extend the efficiency, capacity and time-economy of the Loom Works' operations. Here are some of the steps being taken:

New Mechanized Foundry: Comprises newest ideas and equipment.

New Machine Shop: To handle cast iron on mass production basis. New machinery embodying latest machining practices is being installed. Arrangements of machines and flow of materials planned to effect the greatest economy.

New Research Facilities: Various kinds of new

equipment are being added to enlarge the scope of our Research and Development work.

New Dry Kilns: For special treating of the different kinds of wood used in C & K Looms.

Additional Assembly Facilities: For large and special looms.

And throughout all other departments of the Loom Works, there is a co-ordinated program of shop re-building and modernization, systematic replacement of production machines (on the same basis that C & K has long advocated for weave rooms), new and more departmental layouts, new painting and lighting. And for all this many-sided enterprise, the objectives are three: Improved loom-design . . . more efficient loom-manufacture . . . quicker loom-deliveries.

Crompton & Knowles Loom Works

WORCESTER, MASSACHUSETTS, U. S. A.
PHILADELPHIA, PA. • CHARLOTTE, N. C. • ALBION, W. VA.
Crompton & Knowles Jaccard & Supply Co.
Providence, R. I.



between Today's Knowledge...
and Tomorrow's Looms



Technological Advances and Productivity

By ALBERT RAMOND, President, Albert Ramond and Associates, Inc.

REAGARDLESS of the great diversity of conditions from industry to industry and even from plant to plant within an industry, high productivity is fundamental in all industries and in all plants. It is natural therefore to find that the various means of promoting increased productivity are occupying a major portion of management's time and thoughts. Continuous and substantial reductions in man-hours per unit of production, plus vastly improved products, come from advances in technology and also from direct improvement in manpower utilization.

It is a matter of record that the real productive efficiency of most workers is now substantially lower than it was before the war, even though production in terms of tons or dollars value per man-year may have increased. Yet few labor leaders dispute the advantages of high productivity in itself. It is therefore a very vital and universal objective which management can seek with good chances of labor co-operation and with the assurance of solid footing. It is perhaps the only avenue now left open to the successful maintenance of our present concept of industrial management.

Necessity of Co-Ordination

High productivity means the best possible use of the existing components of production and continuous improvement of those components. A close co-ordination of the human approach with the technical aspect is essential to the success of any program of increased productivity. Management may provide better machines but it is the workers who will determine the effectiveness of their use. There is no economic benefit in replacing a hand-operated machine that requires the full time and attention of a worker, by a semi-automatic machine of equal capacity requiring only 30 man-minutes of attention per hour, if, for one reason or another, one full-time worker is kept for each of the new machines. The benefit derived from the easier work for this machine operator will be economically real only if translated in increased labor utilization making possible still lower costs and higher wages; for example, if the worker operates two machines instead of merely causing wasteful idleness for 50 per cent of the time.

If we are to secure the great additional benefits available through increased productivity, we will not only have to stimulate constructive ingenuity in all directions, but also make sure that this ingenuity is used to best advantage. However, very few organizations have thoroughly integrated

these two basic provisions so that they really support and complement each other. Many have developed one or the other independently to a degree where they actually conflict and so materially reduce the benefits otherwise obtainable from both.

A typical example of this lack of co-ordination is found in many of the suggestion plans directed to promote inventiveness in designs, materials, methods, etc. Most of them provide a more or less effective inducement for inventors but very seldom do they consider the interest and co-operation of those who will have to interpret and apply these new ideas. Yet, unless the latter group does fully co-operate, the actual value of many excellent suggestions will be greatly reduced or even nullified. The valuable technological improvements that are crucified through subsequent resistance or indifference are innumerable and every industrial executive knows that the easing up of that situation during the war was purely temporary.

Until ten or 12 years ago, management could, with relatively few exceptions, compel acceptance of new ideas, although this did not insure their most effective use. In recent years there have been many more cases of open and effective opposition against which management is frequently helpless. Even during wartime and with a labor shortage, unnecessary extra work and other restrictive pre-war practices have been frequently maintained. Of course, this is seldom acknowledged as an out and out opposition to technological progress. Safety against accidents, health protection, quality of product, public interest, etc., are among the more frequently stated motives. But while the visible restrictive practices are far too many, the cases of hidden passive resistance are much more numerous. In this way workers do not openly oppose, but none the less effectively minimize the value of technological improvements. Slow-down tactics are not always discernible and they are generally difficult to correct. The human factor in technological advances is at least as important on the production line as it is in the front office.

Factors of Resistance

Since top labor leadership agrees with management and economists that high productivity is fundamental and necessary for a prosperous economy and maximum employment, why is it that workers—and sometimes elements of management, and of the public as well—so frequently show such indifference or resistance to the means which have

proved to be most effective in promoting and stimulating increased productivity? The real reasons for this opposition are frequently quite different from official pronouncements. Labor realizes the inevitability of, if not the necessity for, continuous technological progress, but if this means fewer men for a given production, the immediate question in the worker's mind is "what will happen to me, or to my fellow workers, until increased demand and corresponding needs for increased production catch up?" The fear of loss of jobs and of reduced skill requirements are the strongest deterrents which consciously or unconsciously cause workers to resist technological progress.

Next in negative value is the feeling of the workers that management should share the benefits of technological advances in more direct and more immediate tangible ways. The promise of future general benefits, such as might be eventually obtained by over-all wage increases, is too indefinite to provide the necessary satisfaction. The influence of those negative factors is not limited to production workers, but is shared by the inventors themselves and by the socially and politically minded in all places, including management.

Corrective and Compensating Measures

Labor's feeling of insecurity as the result of increased productivity, and labor's dissatisfaction with existing means of sharing the benefits of increased productivity have been met with various degrees of success through use of: (1) Education in fundamental economics, stressing the relationship between wages, productivity and prices; (2) Protective or compensative measures about unemployment and downgrading resulting from increased productivity; and (3) Incentives designed to stimulate the positive, and to counteract the negative influences.

It is fundamentally necessary to convince labor that it will benefit, perhaps more than anyone else, from increased productivity, and that it is the relationship between wages and prices rather than the dollars take-home pay that regulates material comforts. It is equally necessary to show that increased productivity is the most sound, most permanent and most effective means of improving this relationship. It is doubtful that the current negative trends will be

effectively corrected unless the workers and the public have a better understanding of these facts. Whatever understanding has been achieved to date is pitifully small. The few statements sponsored by individual companies and some business groups, which have appeared from time to time, were too frequently defensive actions of limited and temporary value. There should be a vast educational program for the common good—movies, radios, the printed word—all should be mobilized to carry this economic truth upon which rests our whole economic life, perhaps our whole social structure.

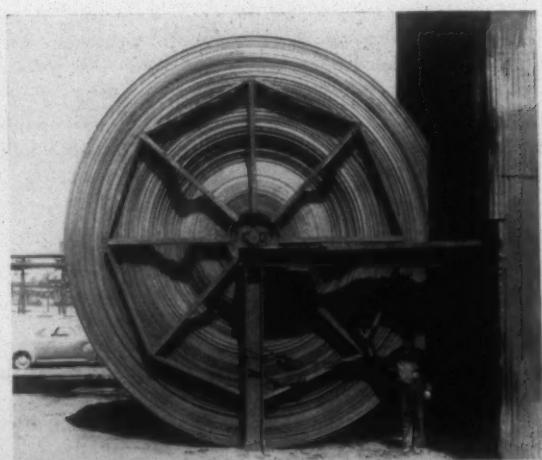
Management spends hundreds of millions in advertising the quality and uses of its products and services. Is it not advisable that it support on an equally liberal basis the educational program of basic economic truths vital to the need for its products and services? No contractual terminology, no legislation, no imposed obligations of any kind will begin to approach the permanent effectiveness and value of a broad, correct understanding of the full advantages of high productivity.

The protective measures of the second group are designed to protect workers during the necessary period of readjustment. They provide for guarantees of employment, dismissal wages, unemployment compensation and opportunities for upgrading. The stronger and the more positive they are, the better are the chances for labor co-operation and receptiveness. The ability of management to protect workers against the hardship of economic disturbances of national scale is limited. But management should provide protection for the workers who may be temporarily faced with idleness or transfer as the result of technological changes. The cost of these protective measures is about certain to be more than made up by increased co-operation, effort and receptiveness.

The third group provides more direct incentives designed to stimulate interest, inventiveness, co-operation and effort. Such incentives are generally associated with direct or indirect money rewards, but can also include promotion and other forms of encouragement. Of the many forms of incentives designed and applied in industry, there are three which are most representative of what we have in mind: (1) Suggestion plans providing rewards to the inventor; (2) Profit-sharing plans giving a share of the company's profits to all or to a number of key employees; and (3) Production wage incentive plans providing direct benefits in proportion to increased productivity, or to reduced production costs.

Suggestion Plans

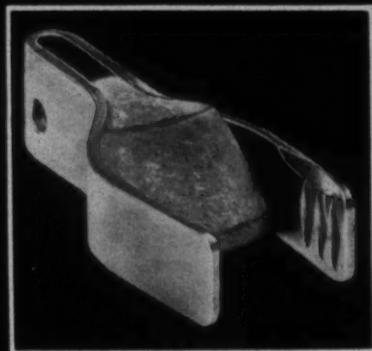
We have already shown that many suggestion plans are only partially effective because of resistance or indifference to the subsequent use and application of new ideas. Also, if original individual inventiveness is considered for itself, it will be seen that the real possibilities of suggestion plans are continuously getting smaller as technical processes and methods become more complex. Because of this, technological advances in many industries are becoming more and more the result of combined management and engineering research and inventiveness rather than the result of individual workers' initiative. But whether they originate with workers or elsewhere the results will continue to be greatly influenced by the subsequent attitude of the production workers and of their supervisors. In reality, the advertised



One of the largest single conveyor belts ever made was completed recently by B. F. Goodrich Co. The roll of belting shown above contains 5,100 feet of 48-inch, five-ply belt, weighing some 72,000 pounds. The belt contains approximately 1,750 pounds of cotton in its construction.

Shuttle Spring Rubbers For Draper Shuttles Are Back Again

They are ready once more to
carry on their pre-war job of



Reducing Shuttle Spring Breakage
Absorbing Shock at the Transfer
Keeping the Bobbin Pointing True

The cost of these rubbers is six cents each. For the present they will be furnished in New Shuttles only when specified. Their use reduces your annual cost of shuttles and shuttle parts.

These Spring Rubbers are not a "Post-War" product. They are a Pre-War product that has come back to give you the Service you have Missed since they Became a War Casualty.

DRAPER CORPORATION

Hopedale Massachusetts

value of suggestion plans is somewhat exaggerated, and many managements believe in their morale-building value far more than in their technological advantages.

However, most suggestion plans could be made substantially stronger through a greater, perhaps, exclusive, consideration of the labor cost saving element instead of net total cost. Few workers can see the multiple and complex factors of costs when extended to elements other than labor. When these cost factors act to reduce the value of the apparent labor saving, the worker-inventor often feels that he is not given all the credit to which he believes he is legitimately entitled. If a new idea is good enough to justify its being used after all elements of cost have been considered by management, it will be better, from a practical viewpoint to give more prominence to labor saving, which the workers can more readily understand. Another weakness of suggestion plans is the fact that the benefits are seldom extended to the workers who are expected to use and apply the new ideas. All this means that, even under the best conditions, the potential benefits of new ideas are slower to materialize than is necessary. Under less favorable conditions, potential benefits may even disappear altogether.

Profit Sharing

Some industrialists and business advisers have professed to see in the profit sharing idea a solution to many management-labor conflicts, at the same time maintaining the desired labor interest and co-operation in all matters that affect costs and profits. There is no question that profit sharing has sometimes been effective in promoting active interest of the employees in company affairs, greater co-operation and better labor relations. However, this is true only where a relatively small number of workers is concerned. In the larger organizations the results have seldom been favorable. The difficulties arose when profits dropped while production increased. The workers felt that their contribution was as good or better than previously and could not understand why they should be "penalized" because of reduced profits.

The main objection to profit sharing is that the workers' share is generally predicated upon results over which they

have only limited influence. Management policies and practices on sales and distribution, engineering developments, purchases, finances and other factors, may control as much as 95 per cent of the profits or losses of a company. Unless management is ready to accept labor participation in all phases of management, there is a great risk of labor criticism, dissatisfaction and interference as soon as profits do not correspond with labor's appreciation of its own performance. This situation is aggravated in the larger organizations when the workers cannot readily understand other management problems and conditions influencing the business. In smaller organizations where a closer relationship between labor and management exists and when labor is a large factor of cost, profit sharing, competently handled, may become a good influence toward securing the workers' active co-operation and interest, including promotion and application of technological advances.

Production Incentives

Production incentives generally provide a closer relationship between labor contribution and reward, but the usual forms of production incentives, however effective in promoting greater labor utilization and reducing production costs, do not necessarily promote the most favorable atmosphere for the reception and utilization of technological advances. Some forms of production incentives may even actually conflict with this objective. Most technological advances result in lesser manpower requirements, and therefore lead to smaller time allowances or lower piece prices. Even if these are such that the workers can maintain the same earning power for the same degree of effort, there is a natural tendency to resist all downward adjustments and this frequently results in attempts to minimize the real value of the change.

Some common forms of production incentives are so poorly conceived that they eventually impede effective labor utilization. This is the case with plans providing for a predetermined and equal bonus opportunity for all, regardless of the degree of individual effort. Under such a plan a semi-automatic machine operator who has to work only ten minutes per hour to keep his machine at full capacity has equal incentive opportunity with a hand screw machine operator who has to work 60 minutes an hour to maintain capacity production. This eventually will create a desire to find soft jobs rather than to seek full productive utilization of time and effort. Instead of inducement, this promotes resistance to multiple machine operations and other job combinations made possible by technological improvements.

With nearly all production incentives, practical difficulties in making the proper adjustments may occasionally lead to a gradual loosening of all new standards and piece rates, but this can be controlled and corrected by adequate organization and administration. Little can be done, however, about unused or only partially used technological improvements under straight day work wages. Most losses are individually small and are frequently unnoticed or ignored, but they apply to the innumerable cases where labor's indifferent attitude or passive resistance curtails potential benefits obtainable from the thousands of improvements which are made daily in industrial operations. These, rather than the more spectacular examples of open resistance, constitute the greatest loss.

Some incentive plans have attempted to overcome this weakness by freezing existing (*Continued on Page 36*)



The new show windows of Pacific Mills, shown above, were placed in service recently in downtown New York City by the company. The novel but simply designed windows are equipped with forest green venetian blinds which give a maximum of flexibility to window decoration.



Extended Cotton Use Depends on Research

THE need for scientific research on the use of cotton research in rugs is summarized in the following abstract from a new publication offered by the National Cotton Council, *Cotton and the Carpet Industry*:

"The carpet industry's demand for cotton yarns should amount to about 30,000,000 to 35,000,000 pounds a year for the next few years, if there is no substitution for cotton by other fibers, and cotton is not extended to new uses. This estimate corresponds with the amount used in 1941 when cotton consumption in rugs was the highest in history. The 1941 rate is expected to be reached by the fall of 1946. Of the 30,000,000 to 35,000,000 pounds of cotton used, approximately 24,000,000 pounds are used in carpet backs and 7,000,000 pounds in cotton pile bath and novelty mats. Of the yarn used in carpet backs, most, possibly 20,000,000 pounds, are used in warp yarns.

"Cotton soon will meet increasingly serious competition from other fibers in the cotton warp yarn market, but important opportunities exist for strengthening cotton's ability to meet this competition through research. In particular, improvements in uniformity, tensile strength, and bulk-strength ratio may improve cotton's competitive position.

"Current plans of the industry will increase the use of cotton pile. Improvements in soil and crush resistance and

in wet shrink may extensively increase the use of cotton pile. The interest now encountered throughout the trade in novelty textures may result in doubling the present consumption of about 7,000,000 pounds annually for this use. Further, if these improvements were accompanied by availability of permanent finishes to maintain texture effects that depend on retention of hard and soft finishes in long pile yarns, use of cotton pile would again be increased.

"Extension of the use of cotton filler and stuffer to replace jute would be encouraged if some of the flexibility of cotton could be retained in a cheap cotton, or part cotton, filler yarn. The flexibility should be a little greater than paper yarn while the bulk and strength should approach that of jute filler. In order to make the greatest possible gain in this use, however, it will be necessary also to improve the dimensional stability of rugs made with cotton yarns.

"Technical service supplied by the cotton industry to the carpet manufacturers would be of great benefit to the cotton industry in extending the use of its products and in preventing substitution of other fibers."

The suggested improvements are explained at some length in the report, which contains discussions of the yarn requirements in the principal types of rugs and a list of specific research proposals.

Nutting Floor Trucks, Rubber Wheels, Casters Barrett Lift-Trucks, Skids, Portable Elevators Elwell-Parker Electric Trucks and Tractors



Fig. 304

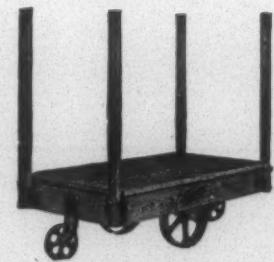


Fig. 11



Fig. 64-15

OVER 400 STANDARD
TRUCKS, SPECIALS
BUILT ON ORDER

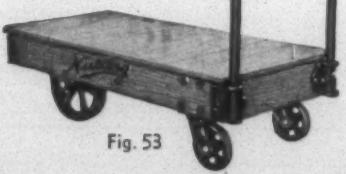


Fig. 53

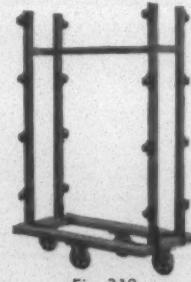


Fig. 310

INDUSTRIAL TRUCKS FOR EVERY REQUIREMENT!



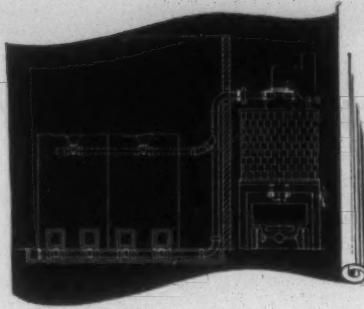
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APPLYING System TO SAVING OF FUEL IN TEXTILE PLANTS

By ERNEST A. DENCH

THE fundamentals of any textile mill fuel saving plan are (1) the fuel used, (2) the use made of the heat and power, and (3) the actual heat and power requirements. The first act is chiefly a matter of tabulating the number of tons of coal or coke, or the gallons of oil, or the gas cubic footage, or the electrical kilowatt hours. An alternative basis is the fuel's calorific value, particularly useful if, for example, the form of heating has recently been changed from oil to coal, or vice versa.

The second stage gives the textile mill area heated in square feet, plus any supplementary uses of heat and power to provide higher or lower temperatures for fluctuating periods or in specific departments.

As to the third stage, the requirements are (a) working comfort, and (b) the quantities of heat and power essential to the production of certain goods or services. With (a), there is considerable difference in the requirements of sedentary and physical forms of labor. This disagreement even extends among workers in the same department, for some workers are more warm-blooded than others, or who dress more warmly. The second requirement entails keeping a close tab over production during corresponding periods of the previous year or years. The two jointly comprise the balance sheet, from which the actual fuel savings, if any, will be revealed.

Any fuel saving plan is doomed to failure if the existing heat and power equipment has major defects. In putting it in first class order, the initial check-up should be of the brickwork, dampers and access doors. A common defect is that of outside air leaking into the fuel flues. Equally important is having a skilled man watch the heating plant before and after it has been repaired or serviced. This is the niche filled by the fuel watcher. Daytime operations are, as a rule, carefully watched by department foreman and others, yet night supervision of fuel consumption, which can yield a substantial saving, is virtually negligible. There is, for example, a heating loss from the casual banking of coal at nights and over Sundays and holidays, when the plant is normally closed. One firm discovered that it was burning six more tons of coal by casual banking than was necessary. This was out of a total of 70 tons weekly for the entire factory operations.

The quantities of coal in the bins and other storage places is already recorded on paper. The next step is to register the amount of steam obtained from it. Steam can be measured by the water going into the boiler, or by a steam-measuring meter. Any variations in coal quality or grade has to be allowed for by assessing the calorific value—a job for an industrial chemist.

First choice of coal, from a fuel economy objective, is suitability. If there has to be second or third choice, naturally

the consumption saving will not be so much. But even small savings, when there are difficulties of getting deliveries or any kind of coal at all, are worthwhile. The British Ministry of Fuel and Power, from the wealth of practical wartime experience, states that a fuel economy plan requires to operate for four weeks before it is practicable to tabulate the results. The measuring stick is the fuel consumption for the corresponding four weeks of last year, plus the outside temperatures. An average of the latter should be computed. Another factor to take into consideration is any fuel grade or quality variation over the same period in both years.

Tracing the results from a fuel saving plan is sometimes very simple and sometimes very complicated. It is simple when fuel is used exclusively for industrial or commercial heating without any production of servicing peaks and valleys during the cold weather months. Even then, however, abnormal climatic conditions may occur part of the time and throw previous records out of gear, unless the temperatures were taken the previous year at the same times. The tabulation does become complex when fuel is also used to convert raw materials into finished products, with much manufacturing fluctuating from month to month and from year to year.

Having disposed of the technical aspects of a fuel saving plan, we now come to the equally important human ones. The British experience is that any such plan, to attain the fullest success, must be sold—and sold thoroughly—to each and every employee. The most efficient heat and power system in the world, with highly skilled fuel technologists to watch over it with loving care, counts for little when thoughtless workers fling windows open wide, leave doors ajar, or in other ways fail to adjust the heat and power to what they actually need. An educational campaign in one British plant consisted chiefly of reminder posters and fuel consumption guessing contests. The latter became popular because they provided a harmless outlet for the gambling spirit. In another British plant there was a "Check-Up Every Saturday" sloganized reminder. It hung in every department. And when Saturday morning approached, a calendar was placed under the sloganized sign. A strip to one side of the calendar was crayoned in red: "THIS MEANS TODAY." This double reminder did the trick in getting action.

Has there been any use of vocalized tactics by British firms? Yes, and on a widespread scale, with the result that British workers have developed the equivalent of a "switch the dial" radio complex whenever a familiar message comes over the plant's public address system. While they cannot silence it like they can the radio at home, it is surprising how readily workers can close their ears to what they ought

to hear. Wise British employers are strengthening their educational armour. A past weakness was the nagging tone of the announcer. A trick to take employees off their guard is to deliver messages at no pre-stated times, and also to skip a day now and then. Another wrinkle is to pick the times when employees are likely to be in a receptive mood—at rest, snack and lunch periods, and after they have received their pay envelopes. If employees like to see their names printed in the plant paper, they also appreciate hearing praise of themselves over the public address system.

Many of the earlier failures in British fuel saving plans were due to being started with a great flourish and then half-heartedly followed through. The workers sensed that the management, once the plan was under way, lost interest, or took the results for granted. Another cause of failure was the inability of employees to see how their fuel economizing efforts were coming along. The two campaigns cited further back in this article were successful because they visualized this kind of information. It takes a lot of detail to operate a fuel saving plan from beginning to end. It



Textile Boom Is Analyzed

THE current boom in textiles will reach its peak sometime within the next six to 12 months, according to A. W. Zelomek, president of the International Statistical Bureau and an economist for Fairchild Publications. The belief that the sellers' market will continue for two or more years and that textile production can continue to increase indefinitely is entirely unjustified, Mr. Zelomek stated at St. Louis, Mo., recently.

Major change to be encountered by the textile trades is a sharp readjustment of price-quality relations and of the general textile price level, according to Mr. Zelomek. On a poundage basis, the textile industries can look forward to a three to five-year period, beginning in 1948, in which total consumption will compare quite favorably with current levels. Despite high income, however, the public will not be able to absorb that volume of textile yarns and fabrics at price levels existing today, and certainly not at the still higher price levels that are likely within the next few months.

In forming estimates of textile consumption after the boom, he declared, the longer term level of activity will be not so much a cause as an effect of the general level of all business activity; total volume of textile consumption in the three to five-year period beginning in 1948 will be determined not within this industry itself, but by the level of activity in steel, automobiles, construction, and so on.

Making allowance for accumulated needs for machinery, new housing, plant modernization, and household appliances, and for the financial reserves by which their purchase can be financed, Mr. Zelomek indicated a favorable level of post-war textile consumption, with further expansion for industrial and household fabrics. More specifically, he said, the following comparisons can be made with 1939.

"(1) Textile yarn consumption, pre-war types only, should be about 5.5 billion pounds, approximately 40 per cent greater than the four billion pounds consumed in 1939.

"(2) New types of yarns, which were either non-existent in the pre-war period or in the early stages of commercial use, will add another half-billion pounds, raising the total to about six billion. Counting high tenacity rayon yarns, used now chiefly for tire cord, nylon and other synthetic types, all of which will find new uses in both filament and fiber forms, the gain above 1939 will be increased to about 50 per cent.

"(3) In 1939, the four billion pound yarn total contained three billion pounds of cotton yarns, and less than half a billion of synthetics. Three-fourths of the total was

accounted for by cotton. Of the six billion estimated as a post-war norm, not more than four billion pounds will be cotton; the allowance for synthetics of various types is a billion and a half pounds. The war, the stable price of rayon, and the success of the cotton bloc is constantly securing higher prices for the cotton grower, are responsible for this drastic change in the distribution of fiber consumption.

"(4) The peak in textile yarn consumption during the present boom will not be much higher, if any, than the six billion pound norm estimated for the longer term. However, cotton and wool will be higher, and synthetics lower, than in the later period.

"(5) Major changes between now and the post-war period will be in the textile price level. New fibers meeting special needs will find a place almost regardless of price, their prices declining as volume expands. For pre-war fibers, however, a post-war consumption 40 per cent higher than in 1939 implies a textile price level only about 35 per cent higher. This in turn implies a decline of almost 15 per cent from the second quarter of 1946, and of course a much larger decline from current levels or from the peaks that may be reached within the next few months."

What this implies for the textile industries after the present boom ends is a continued high level of operations on a high wage structure but at a much lower selling price, Mr. Zelomek continued. The need for increased efficiency and new machinery will be great. Competition will be exceedingly keen, both at the manufacturing and at the distribution levels.

At the retail level, competition may force a narrowing of mark-ups and a shifting in the position of nationally branded lines. Mill integrations, which were quite extensive during the war period, will have to meet the test of improved merchandising ability, and it seems likely that merchant converters will again dominate the fashion fields. There will also be wide variations in the ability of the different industry branches to meet these post-war conditions. With further growth indicated for synthetics, the rayon industry in the post-boom years is in a much stronger position than either cotton or wool.

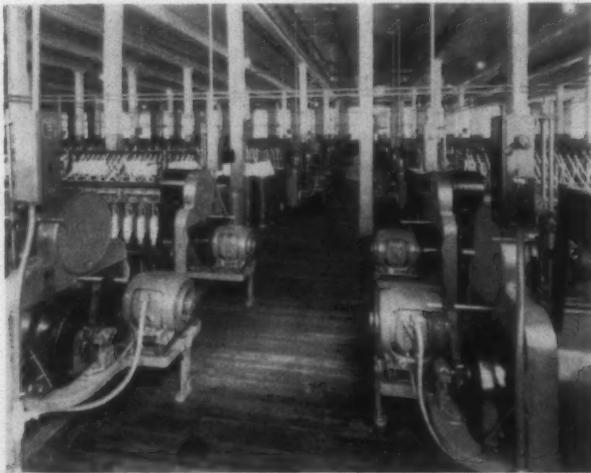
Established methods in many cases will be retained, but Mr. Zelomek cautioned that they must be adjusted to the tempo and thinking of the time. The tempo will be ever so much faster; and the thinking will call for more scientific experimentation and investigation, for boldness, and imagination.

MASTER MECHANICS' SECTION

Application of Individual Motor Drives

By JAMES T. MEADOR

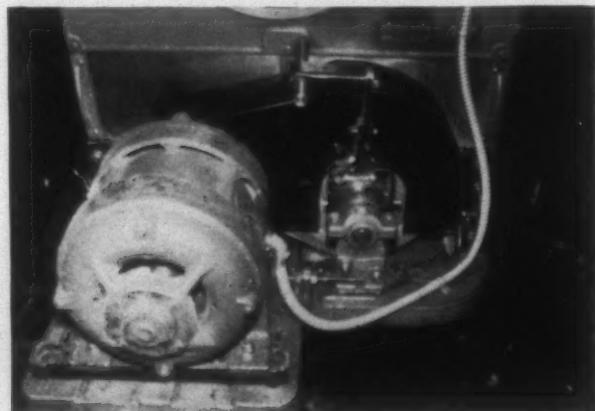
ARE you one of those master mechanics whose slubbers, jack frames or fly frames are driven by individual motors? If so, perhaps this will give you some information on various ideas that have been tried and found satisfactory in different mills. Ever since the advent of the individual motor drive arrangement in the textile mill, the roving frame has been the hardest problem to solve because of the gear trains and the power required to start the dead weight of the great number of flyers into action without doing so too suddenly. This sudden starting is injurious to a roving frame at any one of a great many points, and each one of these many points, regardless of how trivial or how small the gear may be, would be enough to cause the frame to be shut down for repairs, with the consequent loss of production.



Application of the clutch drive with individual motor power is pictured in the card room of Hannah Pickett Mills No. 1, Rockingham, N. C. Note the neatness and cleanliness of electrical wiring.

There have been numerous ways developed for the individual motor drive application on these frames, all of which are good. Saco-Lowell Shops has been building, in conjunction with the Allis-Chalmers Mfg. Co., roving frames which have incorporated the use of individual texrope drives from the motor to the frame shaft with the driven sheave (shaft sheave) being a combination of grooved pulley with a disc clutch which could be operated by the shipper rod handle in the usual and established manner. That is, from any point along the operator's alley, the attendant could reach over and by lifting the lever could disengage the clutch from the motor drive in the same manner as if the frame were driven by flat belt drive from overhead line

shaft down to a tight and loose pulley arrangement on the drive end. In other words, the clutch drive with its method of operation provides all of the necessary slip required in inching or turning the flyers as little or as much as necessary when doffing the frame, or provides the same slipping required for easy starting in the productive operation of the machine.



Close-up photograph of the clutch drive on a long draft roving frame at White-Park Mills Co., Concord, N. C. The yoke, which operates the clutch, extends downward from the shipper rod to the center of the shaft where it forks out for the clutch operation. The fulcrum, or pivot point, of this yoke is about six inches below the shaft center.

These clutch drives have been in operation at a number of mills over the country for the past five or six years and from all reports we have been able to gather they have given a remarkable record of trouble-free service. Notable those at the Hannah Pickett Mills No. 1, Rockingham, N. C., as well as at the White-Park Mills Co., Concord, N. C., have given entirely trouble-free service. An accompanying picture shows the use of these clutch drives at Hannah Pickett. The second picture shows details of the clutch drive with the clutch operating yoke being shown as extending downward to the clutch from the shipper rod, which, as we mentioned above, is operated from the front of the frame in the usual manner.

Now, in view of the fact that equipment is difficult to obtain, there are other methods which might be employed for accomplishing a satisfactory arrangement for driving roving frames and still get an easy, slipping start with individual motor drives. One of the most outstanding developments along this line has been made at the plant of the North Carolina Vocational Textile School, Belmont, as shown in the next illustration. In this arrangement, built on Whiting frames, the Browning vertical drive motor base

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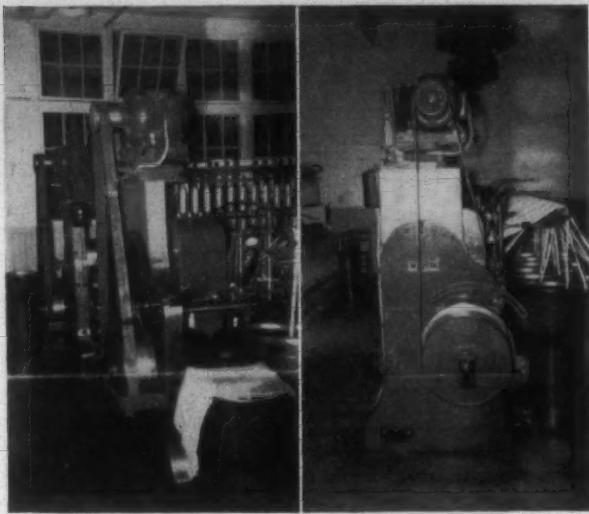


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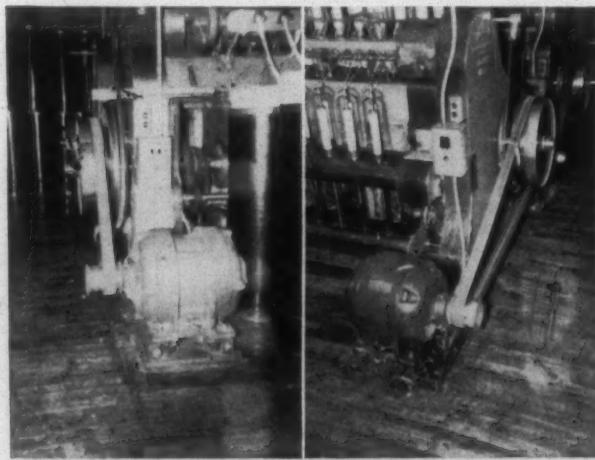
100 Bush St., San Francisco 6, Calif.

was mounted on top of a special stand made of quarter-inch steel plate cut to match and fit the top of the frame head and welded along all edges for security and rigidity. This Browning vertical drive base uses spring tension to keep the motor balanced in such a way as to maintain a uniform belt tension on the drive.



Shown at left is arrangement of a flat-belt type of drive in connection with a vertical type motor base with motor for individual roving frame drive. The drive in foreground is on a Whiting long draft roving frame and that in the background is on a Whitin fly frame. The picture at right shows the method of applying the motor base and motor to the head end of the frame, the pedestal supporting the base being made of quarter-inch plate steel welded along all corners and edges to provide rigid mounting.

All the motors were equipped with flat-faced, paper-type motor pulleys, which allowed the belt to run the full width of the tight and loose pulley set. You might be able to improvise some drive tension device for keeping this motor drive in proper operation in the absence of Browning bases. On the other hand, you might accidentally see a Browning base somewhere that would suit your purpose.



Above are two views of a floor mounted motor base applied to another type of individual drive for roving frame. It features the use of the flat belt drive from a wide motor pulley to a tight-and-loose pulley arrangement on the frame; belt shifting is carried out in the usual manner by the shipper rod. This has proven to be a very satisfactory drive from the point of view of service rendered.

The left half of the final illustration is an application of the five horsepower, low-speed motor with a wide flat-faced pulley and being mounted on a floor-type, Browning pivoted

motor base driving the roving frame with a two-inch leather belt to a tight and loose pulley on the frame shaft. This drive starts the frame in the usual manner, inasmuch as the operator can operate the shipper rod from any point on the doffing side of the frame. This gives a good deal of belt slip, certainly enough to give the frame an easy start and should be very satisfactory. The right-hand side shows the comparative disadvantage of this floor-type arrangement for individual motor drives, inasmuch as all work space, aisles, etc., are taken up with motor and drives with no room left for other purposes. The answer to this problem is whether we can get the motors closer to the drives to avoid taking up space in the aisles, which seems to hand the situation right back to the clutch drive arrangement.

Bear in mind that in the operation of these frames with clutch drives, as well as flat-belt drives with Browning bases, that it is only necessary to start the motor once during the day's shift inasmuch as the motor runs on the loose pulley and therefore turns idly with no use of current, until the operator of the frames wishes either to start or stop or inch along the frame.

Wool Purchase Program Is Extended

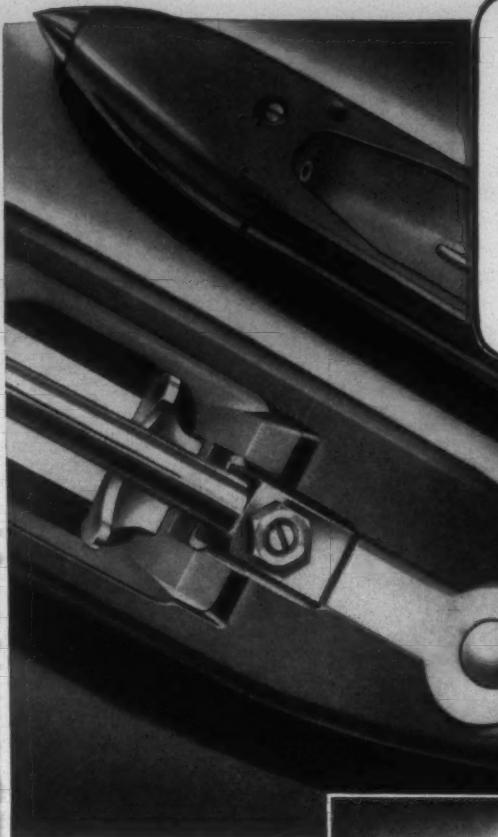
The U. S. Department of Agriculture announced Aug. 17 that the program under which the Commodity Credit Corp. offers to purchase domestic wool has been extended from Nov. 1, 1946, to April 15, 1947. Department officials said that purchases during the extended period will be made in line with present price schedules which are approximately equal to the ceilings on domestic wool established by the Office of Price Administration in 1942.

Extension of the wool purchase program beyond Nov. 1 was necessary to (1) provide an incentive for domestic wool growers to maintain the present production level of wool, lamb and mutton, (2) facilitate the transition of domestic wool production from a wartime to a peacetime basis, and (3) provide domestic growers with protection against competition from lower-cost wool production in other countries.

A report from the Bureau of the Census reveals that commercial stocks of raw wool, amounting to 563,000,000 pounds (scoured basis) on the June 29 inventory date, were the largest on record. This was an increase of 13 per cent over the previous quarter. The increase in stocks of apparel class wool was about nine per cent and in stocks of carpet class about 41 per cent above those reported March 30, 1946.

Weekly average consumption of raw wool in June, 1946, was quoted at 15 million pounds per week, an increase of four per cent above the weekly average for May. It comprised 83 per cent apparel class and 17 per cent carpet class wool. Foreign wool was 84 per cent of the total apparel class wool consumed in May, compared with 75 per cent in May, 1945.

New shades of dyes developed from the world-famous Holland black tulips, and which can be employed on any fiber, are reported to have been displayed in Ottawa, Canada, by Juliette Gaultier de la Verendrye. The dyes in shades of blue, green, rose and magenta were shown at Trafalgar House as part of an exhibit of crafts suitable for veterans. It is reported that the dyes can be used for a long time after preparation, a matter of years, and are suitable on any fiber.



Announcing . . .

THE IMPROVED

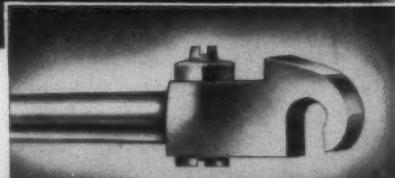
PATERSON TENSION SHUTTLE

for Shuttle-changing or Box Looms

New!

LEVELING DEVICE

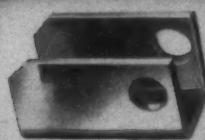
Spindle head, completely redesigned and constructed, permits accurate alignment by turning leveling screw with slot provided in shank. Lock nut maintains setting. Eliminates any need for bending spindle by hand with possibility of breakage or damage to top spring. Slot head design makes spindle change easy.



New!

METAL HEAD BOX

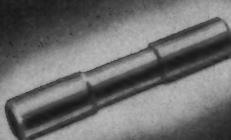
Heavy steel box holds spindle head rigidly in place, prevents side play. Provides solid base for leveling screw. No part of spindle head contacts wood. Assures lasting, positive alignment.



New!

SPINDLE HEAD PIN

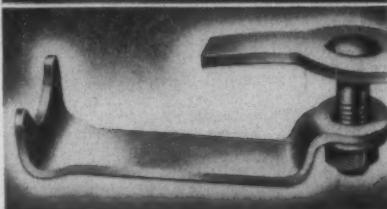
Double shouldered steel pin, shaped so it can't work out through front or back wall of shuttle. Avoids danger of reed spoilage or "smashes" from "break outs". A patented feature!



New!

INTERCHANGEABLE CATCH

Shuttle can be assembled with either long catch, to fit a wooden bobbin, or short one for paper tube. Parts interchangeable. Operation requires less than two minutes. Provides positive fit.



NOW, with four tested improvements in mechanical design, this U S Pater- son Tension Shuttle will help to eliminate "smashes" and "seconds", and reduce excessive shuttle maintenance costs.

Once again, U S matches progress in loom design with progress in shuttle design, giving you proved new features that assure greater efficiency, increased production, and fabric quality protection.

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GREENVILLE, S. C.—What probably will be the largest textile manufacturing organization in the world gradually is taking shape as stockholders of the various concerns involved approve proposals to merge with J. P. Stevens & Co., Inc. The merger program as announced officially by the Stevens firm, which will retain headquarters in New York City, calls for dissolution of all corporations involved and formation of subsidiary companies to assure continuation of the corporate names of the various interests as Stevens manufacturing division. A list of the corporations which will be merged follows: Dunean Mills, Greenville; Victor-Monaghan Co., with plants at Greenville, Arlington and Greer, S. C.; Aragon-Baldwin Mills, with plants at Whitmire and Rock Hill, S. C.; Watts Mills, Laurens, S. C.; Republic Cotton Mills, Great Falls, S. C.; Wallace Mfg. Co., Inc., Jonesville, S. C.; Piedmont (S. C.) Mfg. Co.; Slater (S. C.) Mfg. Co.; Stanley (N. C.) Mills, Inc.; Carter Fabrics Corp., with plants at Greensboro, N. C., and South Boston, Va.; and M. T. Stevens & Sons Co., with plants at Andover, North Andover, Dracut, Gleasondale and Haverhill, Mass., Franklin Falls, N. H., Peacedale, R. I., and Rockville, Conn. Already a part of the Stevens combine are R. Wolfenden & Sons at Attleboro, Mass., and Cleveland Cloth Mills, Shelby, N. C., and just last month the Stevens firm announced the outright purchase of Ragan (N. C.) Spinning Co. Directors and stockholders of the firms in the proposed merger may renounce their participation in the plan if it fails to go through by Jan. 1, 1947. The consolidated J. P. Stevens & Co., Inc., would have five million authorized shares of common capital stock of \$15 par value each. Of this total, 3,459,992 shares would be issued and outstanding, 821,285 held in the Stevens treasury to represent Stevens-held stock in the component firms, and 718,723 shares authorized but not issued. The unified organization, if agreed upon, will have a combined capital stock, surplus and surplus reserve of more than 80 million dollars and will be in a position to market practically every type of woven fabrics.

DANVILLE, VA. — Stockholders of Riverside and Dan River Cotton Mills, Inc., have approved a recapitalization plan and a change of the firm name to Dan River Mills, Inc. Under the recapitalization plan the company is au-

thorized to issue, upon retirement of existing six per cent preferred stock, 50,000 shares of new 4½ per cent cumulative preferred stock to be offered in exchange to holders of the present preferred. Each share of common stock with a current \$25 par value becomes five shares of common with a \$5 par value. Six months ago the Dan River board of directors approved the new financial arrangement and following that the Securities and Exchange Commission gave its okay. The name change was decided upon because the organization no longer is confined to cotton manufacturing.

PUNTA GORDA, FLA.—Palmetto Fiber Co. of Washington, D. C., has announced plans to construct a \$950,000 plant for what the firm describes as the first attempt to produce hard fiber commercially in this country. Hard fiber is to be spun from the stems and roots of the heavy saw palmetto covering several million acres in Florida. The plant is designed for an annual production of more than five million pounds of fiber suitable for upholstery fabrics and coarse cordage.

ROCK HILL, S. C.—While awaiting a green light from the Civilian Production Administration, Celanese Corp. of America has announced that the plant it proposes to construct on the Catawba River near Rock Hill will entail expenditure of approximately 40 million dollars. Original plans announced some time ago by the firm indicated that the plant would cost ten million. Some 6,000 persons will be employed in the production of rayon yarns and fabrics once the project is in full swing.

MONTGOMERY, ALA.—Consolidation of the state-owned Kilby Cotton Mills with the Draper unit and the sale of old machinery at Draper to help pay for new equipment at Kilby has been recommended to Governor-elect Jim Folsom. Consolidation of the prison mills is expected to result in more efficient production at a lower cost.

MATTHEWS, N. C.—The Civilian Production Administration has approved plans of Longleaf Mills, Inc., to construct a \$100,000 plant for the manufacture of crimped rayon yarns. Work on the new plant is expected to commence in the near future. Machinery already is available, and some 125 persons will be employed once the mill is in operation. Alex R. Davis of Charlotte is president of the firm.

SENECA, S. C.—Officials of Wamsutta Mills at New Bedford, Mass., and Utica & Mohawk Cotton Mills, Inc., which operates a plant at Seneca and has headquarters at Utica, N. Y., have been unable to agree on a proposal to merge the two organizations. The Seneca plant thus will continue as a unit of Utica & Mohawk.

CORNELIA, GA.—Installation of still more looms and other equipment, and finishing touches on the building itself, are going on apace at the new Lumite plant of the Chicopee Mfg. Corp. on the heels of a formal opening program Aug. 16. Before an audience of several thousand Cornelia townspeople and others, Harry H. Purvis, Chicopee vice-president and general manager of the new Lumite plant, placed the mill officially in operation by pushing a

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D.W. PEACH & Co.

GASTONIA, N. C.

button which started the first loom. A feature of the program was presentation by Cornelia townspeople of an engraved silver platter to the principal speaker, Gen. Robert W. Johnson, head of Johnson & Johnson. Additional speakers on the program included Congressman John S. Wood of Georgia's Ninth District; Judge Frank Gabrels, ordinary of Habersham County; J. C. Platt, Chicopee vice-president in charge of manufacturing; L. Y. Irvin, chairman of Cornelia's Industrial Committee, and Mr. Purvis. First in the nation for exclusive production of plastic fabrics and insect screen, the new Lumite plant in Cornelia is a one-story building incorporating the most modern developments in textile mill construction. It provides about 55,000 feet of floor space and occupies a 330-acre site on the Cornelia-Demorest Highway. Pending entire completion of the new Cornelia plant, Chicopee is continuing its production of Lumite insect screen and fabrics in the firm's plant at Gainesville, Ga., where it was centered during the war.

EASLEY, S. C.—Hudson Narrow Fabric Mill has received a state charter which provides for \$100,000 in capital stock. Officers are E. C. Martin, president and treasurer; H. S. Cheney, vice-president; and J. A. Ross, secretary.

GASTONIA, N. C.—W. J. Voit Rubber Corp. of Los Angeles, Cal., has purchased the manufacturing facilities of Carolina Art Co. Operating the plant's 1,680 spindles and 20 looms as Voit Rubber and Textile Co., Inc., the new owners will use its output in the production of athletic

equipment. William Davis, who has been superintendent of the plant for some time, will continue in this capacity with the Voit concern.

TUXEDO, N. C.—An addition now under construction by Green River Mills, Inc., is expected to increase yarn production by 50 per cent. The addition will contain another 20,000 square feet of floor space. A number of improvements, as well as installation of new machinery, are being carried out in the older parts of the plant.

HENDERSON, N. C.—Sale of Henderson Cotton Mills to Alexander Smith and Son, carpet manufacturing firm of Yonkers, N. Y., has been delayed by the Civilian Production Administration on the ground that the Yonkers firm would confine Henderson production exclusively to carpet yarns.

LEXINGTON, N. C.—The 60th anniversary of Wennonah Cotton Mills Co. was observed Aug. 23 at a dinner given by the firm for its employees. Service pins and certificates were presented to veteran employees and officials.

MARTINSVILLE, VA.—Martinsville Cotton Mill Co. has been awarded an Accident Prevention Flag in recognition of a safety record 28 per cent better than the average for the cotton mill industry in the United States during the past three years. From Sept. 4, 1945, to March 4, 1946, the mill operated 245,637 hours without a disability injury. The flag was presented to R. M. McCrary, superintendent, by J. V. Skendall of Liberty Mutual Insurance Co.

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textile bulletin

Published Semi-Monthly by

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P. O. Box 1225 — CHARLOTTE 1, N. C. — Telephone 3-3173
Offices and Plant: 218 West Morehead Street

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(P. O. Box 133 — Providence, R. I. — Telephone Williams 3957.)

One year payable in advance	\$1.50
Other countries in Postal Union	3.00
Single copies	.10

Textile Bulletin is a member of the Audit Bureau of Circulations and the Associated Business Papers, Inc.

Fall Meetings of Southern Textile Association

At a recent meeting of the Southern Textile Association board of governors tentative plans were made for a full series of divisional meetings this fall. The chairmen and the committee of each division are now working upon their programs which will, as usual, present many interesting problems for discussion.

We urge mills to encourage the attendance of their overseers and superintendents, as we feel certain that much benefit will be derived.

We recently visited a mill which has always discouraged the attendance of any of its employees, apparently under the antiquated and outmoded impression that their men would give information to others.

In the mill we visited we saw expensive and inefficient practices which would not still be in existence had the superintendent and overseers attended divisional meetings of the Southern Textile Association and learned what others are doing.

One reason that the spindles in New England dropped from 20,000,000 to less than 5,000,000 was that in years past most of their mills conceived the idea that they had valuable secrets, and while refusing to exchange information, dropped into the class of the inefficient.

In years past we have seen young men who attended division meetings of the Southern Textile Association too timid to take part in the discussions become interested and develop into leaders.

We have seen many of these men go back to their mills to try out a new idea and establish it as a practice, and there are many mills which have never realized how much of their profits they owe to the Southern Textile Association.

Any mill which tries to isolate itself and which discourages its superintendents and overseers from attending divisional meetings of the Southern Textile Association will lose much which could be easily gained.

C. I. O. Loses Again

At an election held at the Gastonia Combed Yarn Corp. mills Aug. 27 the vote was:

A. F. of L.	330
For the mill	228
C. I. O.	134
Eligible but not voting	378

The C. I. O. has been eliminated from consideration and there will now be a run-off between the A. F. of L. and those who voted for "no union."

It is assumed that most of those eligible voters who refrained from voting were not in favor of either the C. I. O. or the A. F. of L.

The significant thing about the vote at Gastonia Combed Yarn Corp. was the very small vote in favor of the C. I. O., which shows the manner in which Southern cotton mill operatives are turning against that organization.

In an election held at the Artcraft Hosiery Co., Corinth, Miss., the vote was:

For the mill	111
For the C. I. O.	41

At the Magnet Mills, Clinton and Lake City, Tenn., the vote was:

For the mill	376
For the C. I. O.	369

At the atomic center at Oak Ridge, Tenn., elections were held in departments operated by three companies. At the Monsanto Chemical Co. the vote was:

For the A. F. of L.	289
For the company	176
For the C. I. O.	121

At the Carbide & Carbon Chemical Corp. the vote was:

For the A. F. of L.	1,621
For the C. I. O.	1,429
For the company	1,373

At the Tennessee Eastman plant at Clinton the vote was:

For the company	2,579
For the A. F. of L.	1,721
For the C. I. O.	1,531

The vote in the three plants taken as a whole showed:

	Per Cent
For the company	38.1
For the A. F. of L.	33.4
For the C. I. O.	28.5

In an election held at Sidney Blumenthal & Co., Rocky Mount, N. C., the C. I. O. was rejected but we do not have a record of the vote.

The C. I. O. called off an election at the Gonzales (Tex.) Cotton Mills when they realized that the vote would be overwhelmingly against them.

Before George Baldanzi of New York, William Smith of California and Anthony Lucio, from somewhere else, came into the South the C. I. O. had made considerable progress.

As soon as the mill employees saw Baldanzi, Smith, Lucio and the other professional organizers and learned that they came direct from a meeting at Atlantic City, N. J., which had unanimously endorsed the F. E. P. C. and social equality with Negroes, they turned against them, and now the C. I. O. organizational campaign is definitely on the downgrade.

The cotton mill employees of the South have the purest Anglo-Saxon blood in the United States and it is a certainty

that they will not for long affiliate with the C. I. O. or any other organization which seeks to have the Federal Government set up a F. E. P. C. law which would force their daughters to work with Negro girls and share restaurants and rest rooms with them and would subject them to fines if they refused to work under Negro overseers and second hands.

The C. I. O. organizers cannot advocate social equality with Negroes and expect many Southern textile mill employees to join, or remain in, their organization.

Textile Manufacturers Day

As was announced some weeks ago, the North Carolina State College school of textiles has issued invitations to textile manufacturers and machinery and supply dealers to visit the school on Saturday, Sept. 28. It is now indicated that more than 300 will accept the invitation.

During the morning the visitors will inspect the equipment of the school and discuss courses of instruction and plans for textile research.

At noon there will be a meeting which will be addressed by Gov. Gregg Cherry and former Gov. J. M. Broughton and at which W. J. (Nick) Carter of Greensboro, N. C., president of the N. C. Textile Foundation, and Dean Malcolm E. Campbell will describe plans for further development of the school.

The visitors will be the guests of the school at a buffet lunch and at 3 p. m. there will be a football game in Riddick Stadium between State College and Duke University. The game will be a complete sell-out long before Sept. 28, and only those who have purchased tickets in advance will be able to secure admission.

No invitation will be needed by any textile manufacturer or textile machinery or supply manufacturer or dealer, as all will be welcome and consider themselves as being invited, but those who expect to attend should notify Dean Malcolm E. Campbell, School of Textiles, North Carolina State College, Raleigh, N. C., so that he may know how many will attend the buffet lunch.

This will be an excellent opportunity to see what type textile school has been developed with the backing of the North Carolina Textile Foundation.

Those who are operating the school of textiles expect to derive much benefit from suggestions made by the visitors.

Converters Protest Against C. I. O.

The executive committee of the Association of Uptown Converters of New York City recently used a full-page advertisement in the *New York Herald-Tribune* to lay before the people of their city the tactics of the C. I. O. leaders.

The statement, which is one of the strongest protests which has been issued, was as follows:

Ten years ago when warehouse and stockroom workers in the textile industry organized into what is now known as Local No. 65 of the C. I. O., we formed in co-operation with the aforesaid union, the Association of Uptown Converters, which now consists of about 120 wholesale textile companies.

During these years we negotiated our contracts peacefully. Salaries generally have increased dur-

ing the past few years by about 56 per cent, to the point where the average wage throughout our industry is now about \$43 per week. A five-day, 40-hour week, with paid sick leave and vacation privileges has been in force for a number of years. Everything possible has been done by the employers' group constantly to further amicable relations with the union.

We are now in the midst of negotiations for contract renewal which is due Sept. 1, and in spite of liberal wage increases which we have offered as well as additional social benefits and group insurance plans, everything has been rejected by the union leaders and their spokesmen, and we are of the opinion that the workers in our industry are being wrongfully guided into a strike situation.

On Wednesday, an industry-wide demonstration was staged by the union with very distasteful and dangerous results. In many places non-union workers were threatened with force and violence if they did not sign the union card. The rights of privacy of the employer in his place of business and of the non-union employee in his home have been violated flagrantly on many occasions.

When the leaders of the various union squads visiting these people were reminded by employers that this is a free country and that an individual may do as he or she pleases, they told both the employer and the non-union employees in no uncertain terms *that he or she will have to do what the union pleases*. The employer, in many places, was roughly handled, and informed that if the government has the right to declare that taxes shall be paid, they, the union, are the government within the textile industry and that *they will decide what people are to do*.

The results of this issue may be an industry-wide strike which will affect thousands of people of this city and all over the country, in addition to the misguided textile workers themselves.

The employers of our association have repeatedly stated "WE DO NOT WANT A STRIKE," and it is to be regretted that many workers and their families will have to go through the hardships accompanying such a strike merely because a headstrong group of people make up their minds to take the law in their own hands—make up their minds that a citizen of the United States is no longer a free agent privileged to decide whether or not he or she must join a union in order to retain his or her job.

Should the strike come about, we ask you, the public, to bear with us and understand that this is no longer a matter of an industry problem, but rather the problem of residents of New York City and all conscientious citizens of the United States.

A Correction

In our issue of Aug. 1 we mentioned the election lost at the Adams-Millis Co. plant at Kernersville, N. C., as having been a C. I. O. election.

We are now informed that it was an A. F. of L. election and are glad to make this correction.

Promotions, Resignations, Elections,
Transfers, Appointments, Honors,
Notes on Men in Uniform, Civic
and Associational Activity

PERSONAL NEWS

T. Holmes Floyd has resigned as superintendent of Tallassee (Ala.) Mills to become manager of Opelika (Ala.) Mills. At Tallassee he has been replaced by J. Wilson Patterson, formerly assistant superintendent.



James Barr, left, long associated with David Gessner Co., manufacturer of cloth finishing machinery at Worcester, Mass., has been appointed sales manager of the firm. Mr. Barr, who is well known in the woolen and worsted trade, will be in full charge of sales and service for the company.

W. T. Paul, formerly second hand in the card room of Industrial Cotton Mills at Rock Hill, S. C., has been promoted to cloth room overseer. He succeeds A. S. Hartsell, now superintendent of the plant.

J. Harold Lineberger, who is an official of several textile plants at Belmont, N. C., has been appointed to a six-year term on the North Carolina State Board of Education.

G. W. Mayes, formerly purchasing agent, has been appointed general manager of Fitzgerald (Ga.) Mills Corp. His father, J. H. Mayes, was vice-president and general manager of the company for a number of years.

W. J. Vereen, president of Mountrie (Ga.) Cotton Mills, and V. J. Gray of Reigel Textile Co., Ware Shoals, S. C., have been elected directors of the Southern Garment Manufacturers Association.

Alfred R. Oxenfeldt, special assistant to the director of the Civilian Production Administration textile division, has resigned to become economic consultant to the New York City accounting firm of Aronson & Oresman.

Earl Crenshaw, who has been superintendent of the Hampton Yarn Division of American Thread Co., Clover, S. C., has become superintendent of carding and spinning for Springs Cotton Mills, Lancaster, S. C.

J. L. Jewell, formerly superintendent of the Chesnee, S. C., plant of Saxon Mills, has become superintendent of Fairmont (S. C.) Mills, Inc. L. B. Gibson has retired after 31 years as superintendent at the Fairmont plant.

John D. MacAulay, Sr., who has been associated with Standard-Coosa-Thatcher Co. for the past 51 years, has retired as foreman of the firm's No. 2 spinning room at Piedmont, Ala.

C. J. McCormack, now associated with J. C. Pirkle Machinery Co. at East Point, Ga., has been cited by the War Department for his assistance to veterans who lost limbs in combat. Mr. McCormack has spent much time in veterans hospitals demonstrating to amputees how they may overcome their handicaps.

C. V. Hudgens has resigned as overseer of spinning for the Kendall Co. at Paw Creek, N. C., to accept a similar position with Hart Cotton Mills, Inc., Tarboro, N. C.

J. C. Tipton has resigned as superintendent of Waxhaw (N. C.) Cotton Mills.

John P. Maguire, Jr., has assumed his new duties at Atlanta, Ga., as Southern correspondent for John P. Maguire & Co., Inc., factoring organization of New York City.



Joseph H. Bennis, president of New York & New Jersey Lubricant Co., New York City, this month announced formation of a 25-year club in honor of employees who have served with the company for that length of time. In the photograph above grouped left to right around S. Vollman, assistant treasurer with 40 years of service, are the charter members who officiated during recent formation ceremonies: J. F. Donlin, auditor, 29 years; Mr. Bennis, 50 years; I. L. Hall, secretary, 40 years; H. Clemens, purchasing agent and traffic manager, 38 years; F. J. Barnes, vice-president and treasurer, 40 years; and P. Kaiser, export department, 40 years. Other members of the club include the following members of the sales department field staff: L. L. Hoyt, Boston, 31 years; J. H. Orvis, Syracuse, N. Y., 28 years; F. Helmich, New York City, 28 years; Falls L. Thomason of Charlotte, Southern district manager, 26 years; T. W. Feeley, Newark, N. J., 25 years; and Miss M. Leonard, record clerk in the New York City sales department, 27 years. The company, which manufactures Non-Fluid Oil, this year is observing its 50th year of lubrication service to industry.

Ellison C. Mitchell, a veteran of the textile mill supply trade, has become associated with Greenville (S. C.) Textile Supply Co.



M. A. Kirkland, left, formerly production manager of the United States Rubber Co. plant at Winnsboro, S. C., has been appointed manager of the unit in full charge of operations. A. E. Jury, whom Mr. Kirkland has succeeded, will manage the new products department the firm's textile division with headquarters in New York City and Winnsboro. Other personnel changes at Winnsboro are as follows: W. C. Hayes, formerly assistant superintendent, is made production superintendent; R. H. MacDonald, formerly office manager, is appointed assistant to the manager; W. A. Singleterry, formerly office manager at the firm's Shelbyville, Tenn., unit, is named office manager. A. H. Jackson has been transferred from Stark Mills at Hogansville, Ga., to replace Mr. Singleterry at Shelbyville.

Robert C. Jackson of Hartsville, S. C., this month will assume duties as manager of the National Cotton Council's office in Washington, where he will concentrate on the handling of cotton industry relations with the various government agencies. For the past two years he has been associated with Coker's Pedigreed Seed Co.

John A. Sibley, chairman of the Trust Co. of Georgia's board of directors, has been elected president of the Atlanta, Ga., banking firm to succeed the late Robert Strickland. He will continue to serve as chairman.

Samuel Courtauld this fall will relinquish the chairmanship of Courtaulds, Ltd., which has headquarters at London, England. He is one of the rayon industry's pioneers, and was instrumental in founding American Viscose Corp. in this country.

Paul G. Woodward, manager of the American Viscose Corp. plant at Parkersburg, W. Va., has been appointed acting plant manager of the company's Lewistown, Pa., plant. William D. Silcox, who has been plant manager at Lewistown for the past six years, will assume corporation duties. Arthur H. Mergy, manufacturing superintendent of the company's Parkersburg plant, has been appointed acting plant manager at Parkersburg. Furman G. Carroll, as-

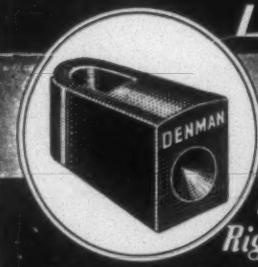
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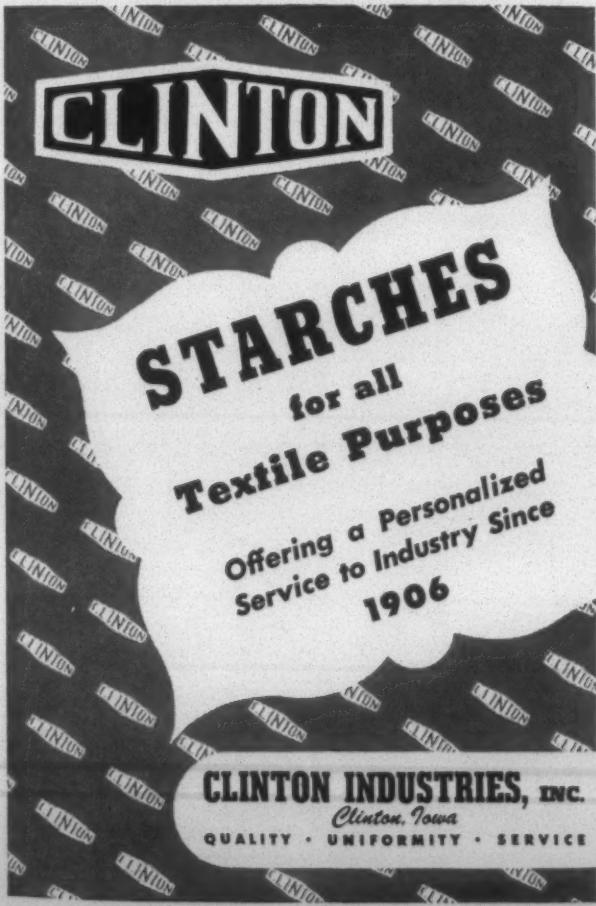
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and waste-less — stays in roll necks
where it belongs so prevents damage to
roll covers and does away with black-
ened yarn. What's more—it lasts many
times longer than liquid oil.**

NON-FLUID OIL has unique adhesive qualities which cause it to stay on the bearings until entirely consumed. Every drop gives full lubricating service—plus these three big advantages:

1. Stops damage by oil stains to goods in process.
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Ga. — Providence, R. I. — Detroit, Mich.
Chicago, Ill. — St. Louis, Mo.
WORKS: Newark, N. J.



NEW YORK & NEW JERSEY LUBRICANT CO.

sistant to the manager of the Marcus Hook, Pa., plant, has been appointed to the position of acting manufacturing superintendent at Parkersburg.

Hayden B. Kline has been elected to the new post of executive vice-president of Industrial Rayon Corp., Cleveland, Ohio. He joined the company in 1925.

E. R. Van Vliet, former treasurer of Celanese Corp. of America, has been elected treasurer and vice-president of E. R. Squibb & Co., pharmaceuticals manufacturer.

Thomas D. Stillwell has been appointed personnel manager for Inman (S. C.) Mills.

Roy W. Schrimshire, formerly with the Army's Jeffersonville (Ind.) Quartermaster Depot, has been appointed general overseer of opening, picking and carding at Eagle & Phenix Mills, Columbus, Ga. Charles Collins and D. B. Whaley are now foremen

of opening and picking, and A. B. Huckaby is foreman of carding.

Clayton M. Albright, manager of the control division of the E. I. du Pont de Nemours & Co., Inc., rayon department, retired last month following an association of 43 years with the firm. He has been succeeded by M. W. Touchton, formerly assistant to Mr. Albright. Albert Stetser, a section manager in the control division, will replace Mr. Touchton.

BACK TO CIVILIAN LIFE: Stephen J. Kennedy, a wartime colonel in the Army Quartermaster Corps, has been appointed to the civilian post of assistant director for textiles, clothing and footwear in the research and development branch of the Office of the Quartermaster General. Prior to the war he was director of market research for Pacific Mills. . . . Gordon Sheffield, a veteran of the Army Air Forces, has been appointed Mississippi Valley representative

for the linter cotton division of Railway Supply & Mfg. Co., Cincinnati, Ohio. . . . John N. Hutchison, former newspaperman and Army public relations officer, has joined the publicity department of the National Cotton Council, Memphis, Tenn.

B. F. Underwood, superintendent of Easley (S. C.) Cotton Mills, has been named to the Pickens County Board of Public Welfare.

OBITUARY

Andrew G. Blue, 49, manager and vice-president of Fontaine Converting Works, Inc., died last month at Martinsville, Va. He is survived by his wife, two daughters and a sister.

Isaas K. Edwards, Sr., 72, former overseer of carding and night superintendent at Arkwright (S. C.) Mills, died Aug. 12 at Spartanburg, S. C.

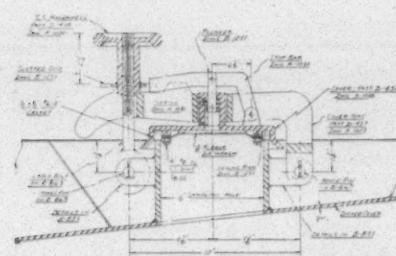
For the Textile Industry's Use

EQUIPMENT — SUPPLIES — LITERATURE

Safety Feature Is Added To Stock Dyeing Machine

A new safety feature has been added to the Fleet Line Stock Dyeing Machine, manufactured by Riggs & Lombard, Inc., Lowell, Mass., and widely used in the textile industry.

In the past there have been numerous accidents to personnel who have opened the sampling cover while the machine was in operation. Now, in the form of a new safety sampling cover (patent applied for), Riggs & Lombard claims to have found the solution to the problem.



Just under the cover a rubber diaphragm has been inserted, which is expanded upward by the pressure in the machine when operating, and which resumes its normal position when the machine stops. When the diaphragm is in the upward position it pushes up a plunger attached to it, which in turn raises a stop bar to engage a slotted

disc on the handwheel shaft. This makes it impossible to turn the wheel which opens the cover while the machine is operating. (See cut.)

This safety device is a standard feature of all new Fleet Line stock dye kettles being shipped, and may also be added to machines now in place.

Publication Covers Range Of Measuring Instruments

Scientific Instruments, a book covering a wide range of instruments designed for making physical measurements in laboratory, field, industry and commerce, is announced by Chemical Publishing Co., Inc., 26 Court Street, Brooklyn 2, N. Y. The publication is replete with diagrams and photographs which will facilitate the understanding of the mechanism and use of the most up-to-date and complicated instruments.

Handbook To Be Published On Textiles and Auxiliaries

Textile Processing and Auxiliaries Handbook, intended as a practical reference book for the textile processing industry, is scheduled for publication early next spring by Inter-Trade Publishing Co.

Prepared at the suggestion of many

prominent textile men and chemists, the handbook is being compiled under the joint editorship of Dr. W. E. K. Schwartz and Sidney M. Edelstein, both in the field of practical textile chemistry and frequent contributors to publications of the industry. Authorities in both the textile and chemical fields will write on their specific specialties.

Dr. Schwartz is a chemical consultant for the textile industry while Mr. Edelstein is technical director of the textile chemical division of Dexter Chemical Corp.

New Brown Pigment Color Is Viewed As Superior

Brighter, cleaner and more durable shades of brown colors for industrial enamels, trim paints, wallpaper and other coated papers, textiles and possibly plastics are forecast in an announcement by E. I. du Pont de Nemours & Co., Wilmington, Del., of a new pigment color under the name Auric Brown.

The new pigment, which is chemically hydrated ferric oxide and is characterized by an extremely small particle size, promises outstanding resistance to light for a wide range of products, the company said. The pigment will provide new shades for industrial enamels

Practical Textile Designing

by

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Dean Emeritus, School
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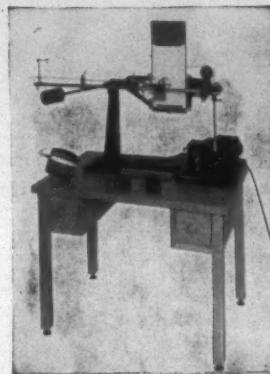
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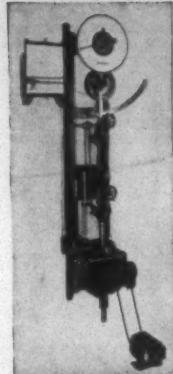
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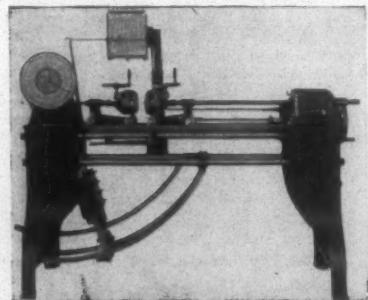
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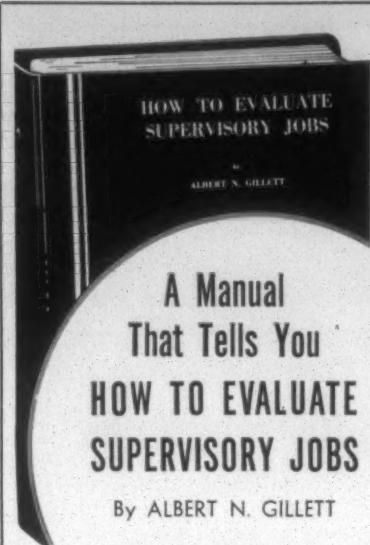
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and trim paints where it is expected to show less tendency to chalk from outdoor exposure than standard iron oxide pigments.

All the possible uses of the new pigment have not been explored, the announcement said. It has been shown to give very fast-to-light shades on coated and other papers such as those used for wallpaper. The fastness to light and resistance to alkali of this pigment recommend it as a background color in wallpaper and other coated paper coloring applications, as well as in the field of better coloring of paper and textile printing.

New 'Amoskeag' Roll Picker Announced By M-B Products

M-B Products, Detroit, Mich., has announced production of the M-B Amoskeag pneumatic roll picker (Model A-V.T.), a tool-designed specifically for the purpose of removing lint and fly from the top rolls and other parts of the drafting elements on spinning frames and roving frames.



Outstanding features of this device are the steel housing, for safety (see cut), and its speed of 20,000 r.p.m. on 100 pounds air pressure. It is used most effectively on long draft spinning or roving, because of the greater accumulation of fly and waste due to the longer draft.

The problem of lubrication has been eliminated in the Amoskeag roll picker as special grease sealed bearings are used with no manual or automatic lubrication being required. Its weight is 17 ounces, whole length 5¾ inches and length of body 3½ inches.

Report Offered As Aid To Managers of Personnel

Considerable material that might assist chief executives and personnel managers in planning or revising a company employee manual is contained in the report, *Information Manuals for Employees*, recently prepared by the policyholders service bureau, Metropolitan Life Insurance Co., 1 Madison Avenue, New York 10, N. Y.

This illustrated review, which includes a number of excerpts from various company publications, is based on an analysis of 132 manuals of 119 companies in the United States and in Canada. An important feature of the

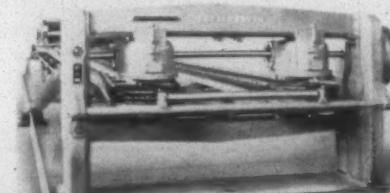
report is a section devoted to the essential contents of an information manual—specifically as to how the material may be organized and the handbook introduced, suggestions on its table of contents and index, the story of the company, and on other matters for the instruction and enlightenment of the employee.

Another division of the study examines the steps taken to make the manual attractive and readable—in terms of appearance and size, the style in which it is written, the title and the cover. There are suggestions included on methods of distributing the handbook. A copy of this report is available to executives who request it on their business stationery.

Metron Hand Tachometer Useful in Textile Field

Now available for direct measurement of speeds down to ten r.p.m. and one f.p.m. is the new Metron low speed hand tachometer, type 25B, which has three ranges of ten to 200 r.p.m., 20 to 400 r.p.m., and 50 to 1,000 r.p.m. The instrument is particularly useful in the textile processing industries where it is desirable to get a continuous indication of low rotational or linear speeds.

Produced by the Metron Instrument Co., Denver, Colo., this tachometer consists of two units, the head which is normally held in the left hand when making measurements, and the indicating unit which is normally held in the right hand when making measurements. This arrangement is convenient when measuring speeds of rotating shafts which are in inaccessible places. Finger tip control is provided on the indicating unit so that the speed range can be easily changed by the thumb of the right hand while making a measurement.



The above photograph of the H. W. Butterworth & Sons Co. mercerizing tenter, equipped with the new overhead drive, is published as a correction. An illustration of the Butterworth straight automatic high-speed tenter, furnished to this magazine through error, accompanied an article describing the new overhead drive in the issue of July 15. The new drive, as shown, permits speeds up to 100 yards per minute for mercerizing.

Draper Corp. Purchases Shuttle Block Business

The shuttle block business of Medgentra, Ltd., Asheville, N. C., has been purchased by the Draper Corp., Hopedale, Mass., manufacturer of automatic looms and other textile equipment. The transaction involves 14 sawmills in North Carolina, Tennessee, Virginia and Kentucky and a central plant at Biltmore, N. C. The Draper Corp. made the purchase to enlarge its sources of dogwood and to assure a continuous supply of the finest dogwood billets for its shuttles.

Machinery Being Produced For Chenille Processing

Machinery especially designed for chenille sewing or tufting is now being produced by the Edwards Co. of Sanford, N. C. The plant, formerly engaged in the making of war material, is at work on 500 of the machines. James A. Nurunglo, plant superintendent, said that sewing machines for making chenille spreads have generally been large conventional sewing machines converted for this specific use and that

there has long been both a need and open market for an actual tufting machine, but the demand for war production made this almost impossible.

Louis Allis Co., Milwaukee 7, Wis., has released a new bulletin, No. 720, describing its type OG (protected-type) standard squirrel cage induction motor. This motor, incorporating many new features, proved its worth in critical war jobs during the past few years. A copy of the bulletin, covering fully the construction features and some typical applications of the motor, will be sent upon request to Louis Allis Co.



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Technological Advances and Productivity

(Continued from Page 16) standards or piece rates for predetermined length of time, regardless of changes. With such a plan the difficulties of making future adjustments increase in proportion to the importance of changes and to the length of time elapsed between the change and the adjustment. Also, the workers' benefits decrease as changes are made nearer the close of the set period. If the plan is one to guarantee production standards for, say, one year from the day a change is made effective, it is quite likely that the workers will not have a clear recollection of a change made 12 months back, and will object to its being given full weight in the new piece rates or standards of the following year. In both cases, the greater the advances made, the greater will be the inflation in wages earned prior to adjustment and, therefore, the greater the dislocation and the difficulty of future adjustments. These difficulties are increased when foremen and non-productive or indirect labor are incorporated in the production incentive picture. They have then a financial interest in maintaining looseness of standards through neglect in reporting improvements and through minimizing their importance. It is true that few foremen and supervisors are so lacking in responsibility as to actively foster such situations, but the incentive is in the wrong direction.

A production incentive where the earning opportunities are proportional to true labor utilization encourages the worker to use his time to best advantage continuously, because he receives proportional compensation. If he can run two machines instead of one, his incentive opportunities double. But even then there will be cases where the change may temporarily result in a lesser degree of effort required and therefore in less incentive opportunities.

Special Incentives

From the foregoing it appears that some additional inducement or incentive should be provided for all those who are affected directly or indirectly by a change. This added inducement should be in proportion to the importance of that change, and it should be applied simultaneously. It

the labor saved and could be paid, or at least posted, *as the change is made*. In this manner there would be a strong inducement to support all new ideas conducive to labor could take the form of cash awards made in proportion to saving and to give them maximum recognition. This would also strengthen direct production incentives by counteracting the possibility of negative influence as far as changes are concerned.

Whether only the workers directly engaged in the operation, or all workers in the plant or department, participate in such benefits and whether supervision also participates, are questions of company policy, size and circumstances. The important things to remember in all cases are: (a) The reward should be calculated and stated simultaneously with the change; (b) It should be closely related to labor saving; (c) It should be substantial enough to make it really worth while; and (d) If there is a production incentive plan, all production standards or piece rates should be adjusted immediately after the change takes place.

In this manner the question of more direct "sharing" of benefits would be answered without the risks and limitations of the usual profit sharing plans. Such an incentive would also create a positive influence which, insofar as technological advances are concerned, could neutralize the negative influences of job insecurity previously described. In association with other legitimate job security provisions and a good suggestion plan, it would create and maintain an atmosphere eminently favorable to the promotion of new ideas and to their ready acceptance. In conjunction with a good production incentive plan—such as one based upon a dependable and realistic measure of labor utilization—it would also increase the effectiveness of the production incentive and greatly facilitate its proper administration.

These suggestions represent the result of many years of observations and experiences with hundreds of organizations. It is hoped that they may contribute something of value. But I want to make clear that they can be only a supplement to, and not a substitute for, a better and broader understanding of the basic advantages of high productivity.

O. P. A. Acts On Various Textile Items

Amendments affecting the pricing of dyed cotton yarns and cotton textiles made from fine yarns were recently announced by the Office of Price Administration. Effective Aug. 15 the new schedule, which replaces ceilings in effect since April 5, increases dyed combed yarns an average of 12½ per cent and dyed carded yarns about 16 per cent. This complies with the legal requirement that the current cost of raw cotton be taken into consideration in setting maximum prices for cotton major items.

The effect upon woven textiles, of higher sales yarn costs including both the dyed yarns currently increased and the natural yarns increased on Aug. 5, was taken into account in arriving at the higher fabric ceilings issued on Aug. 5. Consideration is being given to price revisions which may be necessary to offset the higher costs of sales yarns to knitters.

A mill increase averaging 13 per cent in the ceiling prices of cotton textiles made from fine yarns, not affected by the previous cotton textile increase of Aug. 5, was announced by the agency Aug. 14. The price revisions, effective as of Aug. 5, will be reflected in an estimated five to seven per cent increase in the retail prices of cotton apparel items from



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these fabrics. This action is a continuation of the price revisions on cotton textiles announced on Aug. 5. At that time, mill prices of most basic cotton fabrics were increased in line with provisions of the new price control act, which require that cotton textile prices reflect the parity or market price of raw cotton, whichever is higher.

The present increases were deferred, when other cotton advances were announced, to give opportunity to work out dollar-and-cent increases for each construction, instead of the flat percentage increase applied to other textiles. As in the case of other cotton textiles, revisions will be made periodically as the price of raw cotton fluctuates. The action also effects the revisions required by law in the prices of a number of other cotton fabrics, not previously revised. These are: balloon cloth—given the same percentage increases granted in aeroplane fabrics; fine carded yarn fabrics of warps 40 or finer and combed fabrics priced under the general maximum price regulation—priced in line with the item of combed goods to which they have been related in previous price increases; and finished carded corduroy—given a percentage increase to match the dollar-and-cent increase in gray goods, plus estimated increases in conversion costs since March 8.

O. P. A. announced Aug. 20 that manufacturers, converters and wholesalers selling products, priced on a cost-plus basis, which were made from materials bought during the period of no price control may now base their prices on the ceiling prices of the basic goods at the time of delivery of the finished product, instead of the date of sale. Originally, the order provided that, in pricing finished products, on a cost-plus basis, the cost of parts and services incurred from July 1 through July 26 be determined either (a) by the supplier's last ceiling before July 1, (b) by new ceilings established before Aug. 15, and in effect at the time of sale or (c) his actual cost, if lower than either.

Prospects that the Wage Stabilization Board will take any immediate action on wage increases granted without official approval in the cotton textile industry appear dim. A W. S. B. official said that because most of the cases involved are coming in slowly, the board has not yet been able to begin consideration of them. It is believed, however, that the administration will take the position that the textile wage increase brings the figure above the steel or automotive authorizations and, therefore, constitutes a new increase and must be absorbed all or in part by the industry. Uncertainty over W. S. B. approval has resulted in unsettled uncarded gray cotton market conditions.

Southern Textile Industry Meetings Set

Coker Pedigreed Seed Co., Hartsville, S. C., will entertain the third annual meeting of Delta Council advisory Research Committee Spinner-Breeder Conference in a three-day session Sept. 3-5. Dr. George J. Wilds, president of Coker Pedigreed Seed Co. will be host. Designed to offer agriculturists and textile men an opportunity to discuss their problems with a view to improving the quality of cotton fibers for spinning purposes, the conference has made much progress in its short history. Listed among speakers for the meeting are many names prominent in the cotton textile industry. The conference will be concluded with a tour of the Pee Dee Experiment Station near Florence, S. C.

The Southern Combed Yarn Spinners Association will hold its 21st annual meeting Sept. 27 at Cherryville, N. C.;

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the meeting to be held in the club house of the employees of the Carlton Yarn Mills. C. C. Dawson is president of the association and H. E. Rietz is executive secretary.

A feature of the Gaston County Centennial Celebration the week of Oct. 7-12 will be the industrial fair which will exhibit a wide variety of textile products produced in the area. The industrial fair will be housed in the Gastonia, N. C., Armory Building and a total floor space of 3,600 feet has been reserved for exhibits.

The Piedmont Section of the American Association of Textile Chemists and Colorists will hold its annual meeting Oct. 26 at Charlotte. The meeting will be arranged by W. A. Wardell of Rohm & Haas Co. and Fred Srock of Geigy Co.

Children Honor Judge Walter Clark

Surviving children of Judge Walter Clark, noted jurist, author, statesman and chief justice of the North Carolina Supreme Court, have honored his memory with the establishment of a \$25,000 endowment to supplement the salary of the head of the industrial engineering department of North Carolina State College.

Creators of the endowment are: Susan Washington Clark, now Mrs. J. E. Erwin of Morganton, N. C.; Eugenia Graham Clark, now Mrs. John Allan MacLean of Rich-

mond, Va.; Thorne Clark, president of the Massapoag Mills Corp., Lincolnton, N. C.; John W. Clark, president and treasurer of Locke Cotton Mills Co. at Concord, N. C., and Randolph Mills, Inc., Franklinville, N. C.; David Clark, president of Clark Publishing Co., Charlotte; William A. Graham Clark, textile authority with the United States Tariff Commission, Washington, D. C.; and Mrs. Walter Clark, Jr., widow of the late Walter Clark, Jr., of Charlotte.

Terms of the endowment specify that the money shall be used over a period of not less than ten years to supplement the state-paid salary of \$5,000 yearly to the college's ranking industrial engineer. The department of industrial engineering at the college is being reactivated after a lapse of two years and the department head has not yet been chosen.

Vocational School Extends Operations

The North Carolina Vocational Textile School, Belmont, has sharply extended its operations and schedule with courses now being offered in yarn manufacturing (carding and spinning) and also in weaving, designing, knitting and mill maintenance.

Richard McPhail of Gastonia, recently returned from service with the Coast Guard, heads the instructional staff in the yarn manufacturing division. Olin Ashe heads the instructional staff in the weaving department and the mill maintenance staff is headed by C. F. Whitsell.

M. L. Rhodes of Lincolnton is superintendent of the school and T. W. Bridges, Belmont, is the principal.

The school has a total attendance capacity of about 400 students and while it is not expected that enrollment will reach 100 per cent of that capacity in the near future, a high percentage of total possible enrollment is anticipated.

Speakers Cite Position of Cotton

Spencer Love, president of Burlington Mills Corp., Greensboro, N. C., speaking before the Gastonia (N. C.) Rotary Club, recently told that group that rayon cannot be properly viewed as a competitive replacement item threatening the future of cotton and expressed the belief that the spinning industry is on a much sounder basis and faces a much brighter future now than was the case following World War I.

Mr. Love, whose organization pioneered in development of rayon manufacture and marketing, said "Those of us who operate in the rayon field have never felt that the view seemingly held by so many that rayon is an item directly competitive to cotton is supported by facts. It is our view, and we have found this appraisal of the situation strengthened through the years by continuing developments, that rayon opens up new markets and new opportunities for cotton as well as wool, silk and other fibers blended with it." Mr. Love pointed out that Burlington Mills uses currently a half million pounds of cotton weekly and said this use of cotton at present or greater levels is expected to continue.

Hugh Comer, president of Avondale Mills, Alabama, told the Southern Garment Manufacturers Association in annual convention at Jackson, Miss., recently that Mississippi and the South are entering "a new and prosperous era, because agriculture and industry are so buttoned up together that one cannot do without the other." Mr. Comer stated emphatically that cotton is not on the way out and added

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that the mechanization of cotton would prove a blessing. He advocated a strong agricultural program, especially in livestock, saying that "prosperous agriculture means prosperous industry and the two combined make a prosperous state."

Editorial Staff Appointments Are Made

Walter Clark, who joined the staff of Clark Publishing Co. last January following his release from the Army Air Forces, has been named field editor of **TEXTILE BULLETIN**. In this capacity he will spend a substantial portion of his time in the Southern territory, interviewing mill officials and operating executives for the purpose of obtaining, first hand, material for articles dealing with new or improved manufacturing processes, new construction as well as expansion of existing facilities, and other activities among Southern textile plants. Mill officials who consider one or several features of their organizations of appropriate interest to the industry are urged to contact Field Editor Walter Clark.

Further indication of **TEXTILE BULLETIN**'s desire to be of service to the industry is the recent appointment of Ervin T. Dickson of Charlotte as assistant editor. Mr. Dickson, experienced in the publication field prior to service in the Army, will process material published in this magazine, and thus relieve other staff members of various office duties and allow them to spend a greater portion of their time in personal contact with the industry and the men who operate it. The staff now consists of five editors and three business representatives.

Firm Expanding Woolen Piece Goods Unit

Inaugurating a big expansion of wool yardage production, Deering, Milliken & Co., Inc., manufacturer and distributor of woolens, cottons and rayons and one of the largest producers of woolen for women's wear, is setting up a special woolen piece goods division that will handle sales to selected department stores on a direct basis through its own sales organization, located at 240 Worth Street, New York City.

"The new woolen piece goods division is part of a large scale wool yardage expansion program planned immediately by Deering, Milliken & Co., Inc.," said C. M. Burchard, director of sales, "wool production by the company has increased substantially in the past six months. Two new mills which have just been built will be in production soon. The setting up of the new piece goods division will in no way affect the volume of fabric available to cutters."

A new process of producing a white peanut meal protein, with possible uses for synthetic fabrics, has been patented. Patent number 2,405,830 has been granted to George W. Irving, Jr., Arthur L. Merrifield, Raymond S. Burnett and Edwin D. Parker of New Orleans, La., assignors to the United States of America, as represented by Claude R. Wickard, Secretary of Agriculture, and his successors in office. The process permits the formation of a white, semi-plastic precipitate that can be pulled into filaments, ribbons or sheets, showing a marked sheen or gloss. Research on the production of protein fibers from peanuts has been conducted for some time at the Southern Regional Research Laboratory of the Department of Agriculture at New Orleans.



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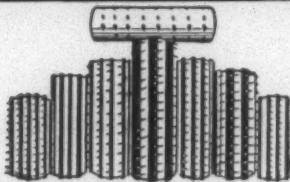
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Cotton Goods Market

For the past few weeks New York City's Worth Street market has had to relegate itself to a minimum of activity while awaiting the Office of Price Administration's release of September prices. While stocks of goods were building up, reports continued to be heard that O. P. A. would adopt a semi-monthly recalculation of ceilings. Some quarters take the view that nothing except a day-by-day change will really be the answer to market stagnation. Another problem continues to be whether or not the National Wage Stabilization Board is going to approve mill wage increases granted since July 1.

Industrial firms using wide cottons are finding themselves in difficulties now as textile inventories begin running out. Though some houses selling industrials sold August production, it is said, generally the tendency of mills to hold back on September output was reported to be working extreme hardships on such industries as the rubber and auto trades.

The soaring price of cotton still is causing some anxiety in the market. Fine goods sources pointed out that the raw staple rise has already cancelled out to a great degree the recent price rise granted to carded goods, and they declared that new fine goods prices might be obsolete before they were published if they based on the same cotton price as the carded goods. They declared that a system of pricing based on the rapid fluctuations of cotton is the solution.

Hope was expressed that the period of inactivity in the gray cloth trade would convince O. P. A. that a monthly change in prices for cotton goods will not work out as well as would a sliding scale arrangement.

If the present system of arriving at prices to reflect cotton gyrations can be altered to the daily plan, gray cloth observers say, and the National Wage Stabilization Board will come through with its approval of wage rises in the mills, then there would no longer be any hampering restrictions on the release of goods.

Cotton broad woven goods produced during the second quarter, 1946, amounted to 2,296,000,000 linear yards, an increase of 1.3 per cent over first quarter production, the Census Bureau has announced. Tire cord production of 131,000,000 pounds was 6.5 per cent greater than in the first quarter. Of the 407,000 looms in place June 29, 1946, 385,000 were active on the first shift, 350,000 on the second shift, and 124,000 on the third shift. The total of 467,000,000 loom hours operated during the second quarter of 1946 is an increase of 11,000,000 hours over the first quarter. A total of 897,000,000 pounds of yarn was consumed in the production of cotton broad woven goods and tire fabrics, of which 827,000,000 pounds were cotton, 59,000,000 pounds rayon, and 11,000,000 pounds other yarn.

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Cotton Yarns Market

Selling in the Philadelphia cotton sale yarn market has been sluggish and probably will continue that way for some time, observers declare. Members of the trade are discouraged by the present condition of the market, which has failed to rebound promptly on the heels of the promulgation of new ceiling prices. The discouragement stems from the general attitude in Washington, in which suggestions for all-around production and distribution improvement, as advanced by the industry advisory committee, are frequently ignored by officials of the various governmental bureaus and agencies.

Many spinner representatives, whose mills have granted the new wage increase to employees, frankly admit that they will take on little, if any, business until "O. P. A. and the rest of the administration get around to getting cost figures up to date." Distributors admit that many buyers are approaching the hardship category.

Some business, of course, is progressing on a week-to-week basis, but buyers for many large yarn-consuming industries claim that the bulk of the storage yarn has not as yet started to move. Demand for yarn is active. Buyers are seeking, among other counts, large weights of 12s in warp twists. Dyed yarns are in heavy demand also, though many sellers are still shunning such business.

According to preliminary Census Bureau figures, 23,861,914 cotton spinning spindles were in place in the United States on July 31, 1946, of which 21,985,298 were operated at some time during the month, compared with 21,942,878 in June, 21,958,496 in May, 21,972,784 in April, 21,957,254 in March, 21,628,796 in February, 21,629,882 in January, 21,551,960 in December, 21,605,060 in November, 21,721,792 in October, 21,911,746 in September, 22,170,180 in August, and 22,029,282 in July, 1945.

The aggregate number of active spindle hours reported for the month was 8,002,194,236, an average of 335 per spindle in place, compared with 8,787,430,064, an average of 368 per spindle in place, for last month and 7,925,813,588, an average of 343 for spindles in place, for July, 1945.

Based on an activity of 80 hours per week, cotton spindles in the United States were operated during July, 1946, at 95.3 per cent capacity. The per cent, on the same activity basis, was 115.1 for June, 110.5 for May, 109.7 for April, 101.7 for March, 113.1 for February, 110.7 for January, 101.5 for December, 104.6 for November, 105.0 for October, 111.8 for September, 100.5 for August, and 102.0 for July, 1945.

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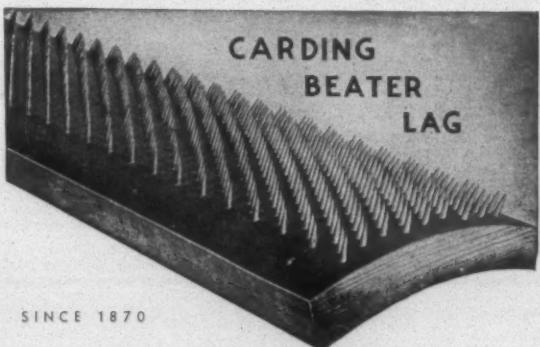
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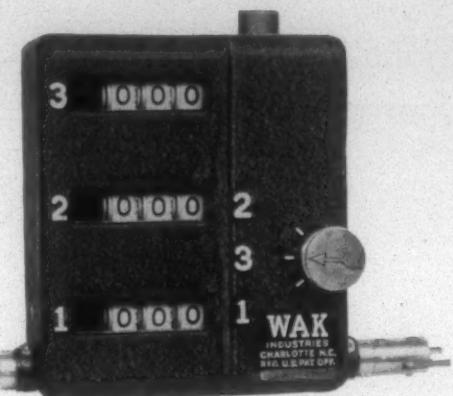
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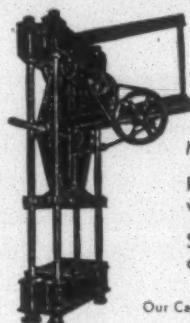
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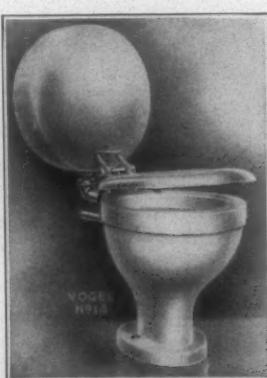
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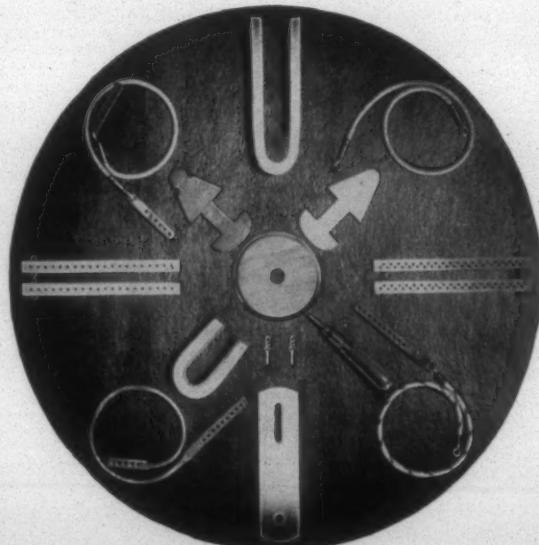
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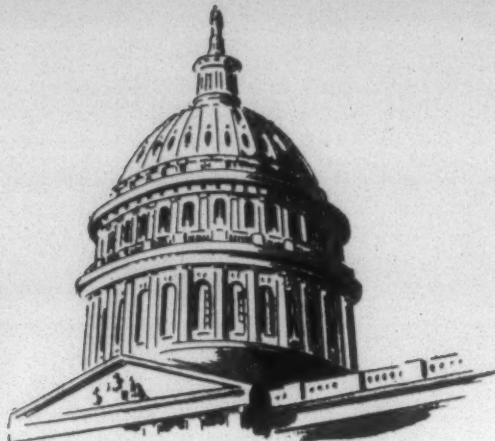
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WATCHING WASHINGTON

[Exclusive and Timely News from the Nation's Capital]



INNER CIRCLES OF THE ADMINISTRATION ARE CONCERNED over the extent to which the post-war economy is leaning on Federal grants and benefits and government spending. Advices from many areas, mostly small towns, indicate that jobs are scarce, unemployment sizable, and the local economy floating more and more on Federal rocking chair money. There's fear as to what may happen when these payments decline at the year's end.

Business and industry, say the government barometers, are not moving with the expected speed, even with prices up and some price ceilings removed. Continued high government spending is one deterrent, but the conflict over price controls, and the failure of labor legislation, appear to be much stronger factors. Industry under labor's monopoly is not swinging into high-speed production, and the country is not just rocking into unprecedented prosperity.

Interest of tax planners is centering on individual surtaxes, especially high bracket incomes. There's a feeling that a greater proportion of personal income should be available for investment in private enterprise, and that industrial expansion is retarded by existing taxes.

The President, after moving to the left to please labor with vetoes of the Case and price control bills, is shifting to the right to please farmers with promises of economic forecasting, surplus absorption and high farm prices. Caught in the squeeze are white collar workers on fixed incomes.

Average level of family incomes is gradually rising, with 47 per cent now getting less than \$2,000, compared with pre-war 81.5 per cent, while 45 per cent get \$2,000 to \$4,000, compared with pre-war 16 per cent. But post-war prices are about 40 per cent over pre-war income values, with taxes taking 15 to 25 per cent more, leaving the average family worse off than before the war.

Social security will be delved into further when Congress meets, with an effort to define long-range and permanent policy, and fix payroll taxes for ten years. Tax planners fear the growing pressure for unmatched Federal grants to the states for indigent aid. They want to avoid runaway piecemeal legislation that opens the Treasury to unrestrained raiding and exploitation.

A flood of new bills calling for the outpouring of additional billions is being prepared by the C.I.O. and its affiliates. They would enlarge all phases of Social Security, with a system of employee life insurance financed by employers, and have a new full employment bill to require the government to enter private business in time of business recession to provide jobs.

Confusion exists among business executives with plans for retirement for their aged employees over the retirement plan for mem-

bers of Congress. For small payments a legislator can retire at 62 on a pension of \$1,400 to \$5,800, dependent on length of service, while the Treasury imposes the requirement that private plans must be integrated with Social Security benefits. Businessmen believe industry should be on a footing equal to what legislators do for themselves.

The C.I.O. is trying to get over the idea that inefficient management, not strikes, is tying up production. With treasuries suffering severely from recent strikes, they are showing less itch for more strikes. They hope tight union controls will continue the artificial scarcity of workers in big production areas.

The Great Lakes shipping strike is believed to be the starter of another winter's strike epidemic. With the summer's coal and ore shipments far below normal, and only four months left before ice closes shipping lanes, the C.I.O. strike ties up 40 of 380 ships. The strike's aim is to unionize all ships, of which 340 are not unionized.

C.I.O. officials say they are not so sure widespread wage increases can be won just now, or that if won, they will not be promptly reflected in further price increases. However, they won't admit that last winter's big wage increases, after long and costly strikes, have caused sharp price rises since.

Lewis is getting all he asks for in government operation of the coal mines, and owners will have a lot to worry about, and edge out of, if or when their mines are turned back. But there's growing indication this industry will be permanently socialized.

A completely socialized coal industry, managed and run by the government, is shaping up as the government puts its wage pact with Lewis into effect. Operating costs are being raised so high that mine owners say they cannot afford to take back their mines. Government operation will continue indefinitely or permanently.

The Price Decontrol Board, dealing only with foodstuffs, finds there's still wide difference of opinion on control continuance. Men in industry unanimously ask for decontrols, with labor groups unanimously in opposition. Question is boiling down to whether management or labor is running industry, and the whole economy geared simply to labor's demands. The board has a hard row ahead, but it's a good board.

A.F.L. leaders say that danger of rising prices and extreme inflation blocks any pay increases now. They believe high prices are here to stay a long time, and labor must learn to live with them.

The Decontrol Board will function fast, with hearings held strictly to essentials, and decisions given quickly. Whether it is as effective as it hopes to be depends on the aggressiveness of its three members. It has chosen its key aides from the close advisers of Bowles, and Bowles' policies may not be wholly scrapped. Aides will play an important part, and may retain some of the Bowles grip on controls.

Biggest of all Congressional upheavals will come over price controls this winter if chaos in industry, gestapo practices in O.P.A. enforcement, and fantastic interpretations of the new law, are still showing when the new session convenes. First two weeks under the new law shows some shift in direction and perspective, but with the Administration trying to salvage parts of O.P.A. in their old pristine form.

C.I.O. and A.F.L. clash head-on in their views on production and price restrictions. While C.I.O. says production should be tightly controlled and takes a crack at the theory that more production will beat inflation, A.F.L. says "the country is being penalized because a small portion of workers have used the strike for political purposes," and to "force a government-dictated wage-price formula."

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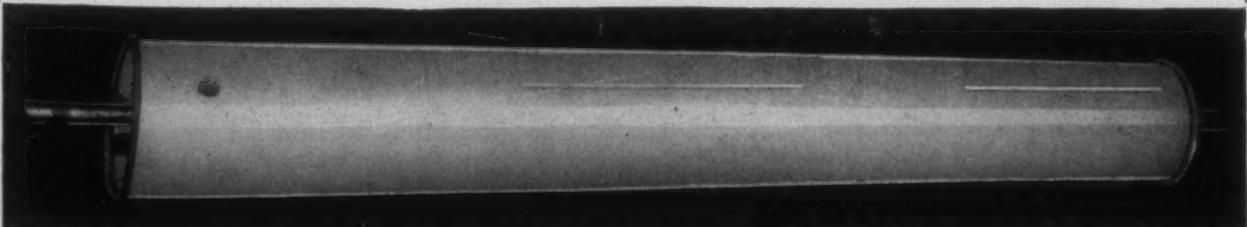
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